ANNUAL REPORT TO PARLIAMENT

Crown Corporations and Other Corporate Interests of Canada
2001

For information about matters in this report, contact the
Crown Corporation Policy and Information Division
Service and Innovation Sector
Treasury Board of Canada Secretariat
Ottawa, Ontario
K1A 0R5
Telephone (613) 957-0149
Facsimile (613) 957-0160
Internet http://www.tbs-sct.gc.ca/si-si/ccpi-pise/index_e.htm
Publiservice http://publiservice.tbs-sct.gc.ca/si-si/ccpi-pise/index_e.htm

Une version française est également disponible

©Minister of Public Works and Government Services Canada 2001
Available in Canada through your local bookseller or by mail from
Canadian Government Publishing – PWGSC
Ottawa, Canada K1A 0S9

Catalogue No. P51-1/2001-3E
ISBN 0-660-18638-1

2001

Annual Report

To Parliament

Crown Corporations
and Other Corporate
Interests of Canada

THE PRESIDENT'S MESSAGE

I am pleased to table the 2001 *Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada*, in accordance with the provisions of the *Financial Administration Act*.

This report is a unique source of information for parliamentarians and for Canadians on the Government of Canada's corporate holdings. It provides comprehensive information on the activities of all Crown corporations and their wholly owned subsidiaries, as well as Canada's other corporate interests. Information on the performance of a number of Crown corporations is also highlighted in the report.

In keeping with the government's commitment to achieve concrete results for Canadians, the government undertook a number of legislative initiatives during 2000–2001 to enhance the effectiveness and performance of the corporations. Consistent with these goals, the Canadian Tourism Commission (the Commission) became a new Crown corporation on January 2, 2001 with a mandate to promote Canada as a four-season tourist destination. The Commission is a unique public/private sector partnership that provides an innovative approach to tourism.

On June 18, 2001, Parliament approved Bill C-25, to amend the *Farm Credit Corporation Act*, which changed the name of the Farm Credit Corporation to Farm Credit Canada, which better reflects its federal identity and demonstrates the federal government's commitment to rural Canada. In addition, the new legislation will allow Farm Credit Canada to provide financial services to any farm-related businesses on the input or output side of primary production, offer equity financing directly and in partnership with other equity investors, and provide both financial and business management services to producers and farm-related business.

Throughout various periods in our history, Crown corporations have acted as engines of industrial development, provided key goods and services, and assisted and strengthened the cultural fabric of the country. Today, they continue to play important roles in Canada's development and contribute significantly to the creation and preservation of our national identity.

Lucienne Robillard

Lucienne Robillard
President of the Treasury Board
December 2001

TABLE OF CONTENTS

Introduction 1

Overview 3

Crown Corporations' Corporate Holdings 27

Other Corporate Interests of Canada 35

List of Crown Corporations and Other Corporate Interests of Canada 79

By Ministerial Portfolio *80*

Alphabetically *89*

Tabling of Reports in Parliament 101

Corporate Abstracts by Ministerial Portfolio 111

Agriculture and Agri-Food *113*
Canadian Dairy Commission 114
Farm Credit Canada 116

Canadian Heritage *119*
Canada Council 120
Canadian Broadcasting Corporation 122
Canadian Film Development Corporation 124
Canadian Museum of Civilization 126
Canadian Museum of Nature 128
Canadian Race Relations Foundation 130
National Arts Centre Corporation 132
National Capital Commission 134
National Gallery of Canada 136
National Museum of Science and Technology 138

TABLE OF CONTENTS (*continued*)

Finance ***141***
Bank of Canada 142
Canada Deposit Insurance Corporation 144
Canada Development Investment Corporation 146
Canada Pension Plan Investment Board 148
Petro-Canada Limited 150

Fisheries and Oceans ***153***
Freshwater Fish Marketing Corporation 154

Foreign Affairs ***157***
International Development Research Centre 158

Industry ***161***
Business Development Bank of Canada 162
Canadian Tourism Commission 164
Cape Breton Growth Fund Corporation 166
Enterprise Cape Breton Corporation 168
Standards Council of Canada 170

International Trade ***173***
Canadian Commercial Corporation 174
Export Development Corporation 176

Natural Resources ***179***
Atomic Energy of Canada Limited 180
Cape Breton Development Corporation 182

Public Works and Government Services ***185***
Canada Lands Company Limited 186
Canada Mortgage and Housing Corporation 188
Canada Post Corporation 190
Defence Construction (1951) Limited 192
Old Port of Montreal Corporation Inc. 194
Queens Quay West Land Corporation 196
Royal Canadian Mint 198

TABLE OF CONTENTS (*continued*)

Transport* *201
Atlantic Pilotage Authority 202
Canada Ports Corporation 204
Federal Bridge Corporation Limited, The 206
Great Lakes Pilotage Authority 208
Laurentian Pilotage Authority 210
Marine Atlantic Inc. 212
Pacific Pilotage Authority 214
Ridley Terminals Inc. 216
VIA Rail Canada Inc. 218

Treasury Board* *221
Public Sector Pension Investment Board 222

INTRODUCTION

The *2001 Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada* is prepared in response to sections 151 and 152 of the *Financial Administration Act*, which require that the President of the Treasury Board table annually the following documents in Parliament:

- a consolidated report on the businesses and activities of all parent Crown corporations, including information on all Crown corporations and other corporate interests of Canada; and
- a report indicating when annual reports and corporate plan and budget summaries were to be laid before each House (for the period ending on July 31), and when they were actually laid before that House.

This report comprises the following chapters:

- **Overview** highlights new developments with regard to Crown corporations and presents examples of corporations that reported on their governance activities during the year under review. It also provides consolidated financial and employment information by ministerial portfolio.
- **Crown Corporations' Corporate Holdings** presents a listing of parent Crown corporations and their subsidiaries, legal partnerships and associates as of August 31, 2001.

- **Other Corporate Interests of Canada** provides information about the various joint and mixed enterprises, international organizations and shared-governance corporations in which the Government of Canada has a stake.
- **List of Crown Corporations and Other Corporate Interests of Canada** is a compilation of all the organizations that have been referred to in this report, including parent Crown corporations and their subsidiaries, legal partnerships and associates, joint and mixed enterprises, international organizations and shared-governance corporations in which the Government of Canada has an interest. The list is presented both by ministerial portfolio and alphabetically.
- **Tabling of Reports in Parliament** presents a record of annual reports and summaries of the corporate plans and budgets tabled in Parliament by the responsible ministers.
- **Corporate Abstracts** provides information on the mandate and corporate profile of each parent Crown corporation. It may also present selected information on performance during the year under review. Principal financial information is shown in the summary exhibits at the end of the Overview chapter.

Although not included as part of this report, a compilation of the audited financial statements of the parent Crown corporations included in this annual report is available upon request.

OVERVIEW

There are 41 parent Crown corporations and two wholly owned subsidiaries which have been directed[1] to report as parent Crown corporations for the purposes of the *Financial Administration Act*.

Every parent Crown corporation is a legally distinct entity wholly owned by the Crown and managed by a board of directors. The enabling legislation for each parent Crown corporation, whether by a special Act of Parliament or by articles of incorporation under the *Canada Business Corporations Act*, sets out the corporation's mandate, powers and objectives.

The current portfolio is highly diversified, with corporations operating in many sectors of the Canadian economy. The corporations vary in size and in their demands on the government for financial assistance. Each has its unique purpose in public policy.

Exhibit 1 presents the parent Crown corporations grouped according to the portfolio of the minister through whom they are accountable to Parliament.

---

[1] The wholly owned subsidiaries, Old Port of Montreal Corporation Inc. and the Cape Breton Growth Fund Corporation, were directed to report as parent Crown corporations for the purposes of the *Financial Administration Act* in 1987 and on August 25, 2000, respectively.

Exhibit 1: Parent Crown Corporations Grouped by Ministerial Portfolio (as of their financial year-ends prior to July 31, 2001)

Agriculture and Agri-Food

- Canadian Dairy Commission
- Farm Credit Canada[1]

Canadian Heritage

- Canada Council
- Canadian Broadcasting Corporation
- Canadian Film Development Corporation
- Canadian Museum of Civilization
- Canadian Museum of Nature
- Canadian Race Relations Foundation
- National Arts Centre Corporation
- National Capital Commission
- National Gallery of Canada
- National Museum of Science and Technology

Finance

- Bank of Canada
- Canada Deposit Insurance Corporation
- Canada Development Investment Corporation
- Canada Pension Plan Investment Board
- Petro-Canada Limited[2]

Fisheries and Oceans

- Freshwater Fish Marketing Corporation

Foreign Affairs

- International Development Research Centre

Industry

- Business Development Bank of Canada
- Canadian Tourism Commission[3]
- Cape Breton Growth Fund Corporation[4]
- Enterprise Cape Breton Corporation
- Standards Council of Canada

International Trade

- Canadian Commercial Corporation
- Export Development Corporation

Natural Resources

- Atomic Energy of Canada Limited
- Cape Breton Development Corporation

Public Works and Government Services

- Canada Lands Company Limited
- Canada Mortgage and Housing Corporation
- Canada Post Corporation
- Defence Construction (1951) Limited
- Old Port of Montreal Corporation Inc.[5]
- Queens Quay West Land Corporation
- Royal Canadian Mint

Transport

- Atlantic Pilotage Authority
- Canada Ports Corporation[6]
- Federal Bridge Corporation Limited, The
- Great Lakes Pilotage Authority
- Laurentian Pilotage Authority
- Marine Atlantic Inc.
- Pacific Pilotage Authority
- Ridley Terminals Inc.[6]
- VIA Rail Canada Inc.

Treasury Board[7]

- Public Sector Pension Investment Board

---

[1] On June 18, 2001, Parliament approved Bill C-25, to amend the *Farm Credit Corporation Act*, which changed the name of the Farm Credit Corporation to Farm Credit Canada.

[2] Petro-Canada Limited was dissolved in accordance with the *Petro-Canada Public Participation Act* on February 5, 2001.

[3] The Canadian Tourism Commission commenced operations as a Crown corporation on January 2, 2001.

[4] The Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed by Order in Council (P.C. 2000-1341) to report as if it were a parent Crown corporation.

[5] Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation.

[6] Upon dissolution of the Canada Ports Corporation on November 1, 2000, Ridley Terminals Inc. became a parent Crown corporation.

[7] President of the Treasury Board.

Structural Changes During the Year in Review

The Cape Breton Growth Fund Corporation was created as a subsidiary of the Enterprise Cape Breton Corporation on August 25, 2000, and deemed a parent Crown corporation pursuant to the *Financial Administration Act.* It is serving as the vehicle to distribute $61 million in federal and $12 million in provincial funding over two years to Cape Breton Island, to offset the impact of the closure of the coal mines operated by the Cape Breton Development Corporation, which is slated for windup.

The Canada Ports Corporation was dissolved on November 1, 2000, and its wholly owned subsidiary, Ridley Terminals Inc., became a parent Crown corporation on the same day.

The Canadian Tourism Commission became a new Crown corporation on January 2, 2001, with a mandate to promote Canada as a four-season tourist destination; to support a co-operative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and to provide information about Canadian tourism to the private sector and to the federal, provincial and territorial governments. The Commission is a unique public/private sector partnership to provide an innovative approach to tourism.

On April 23, 2000, the Minister of Finance approved a recommendation of the board of directors of Petro-Canada Limited to dissolve the Corporation in accordance with the *Petro-Canada Limited Public Participation Act* during fiscal 2000. Petro-Canada Limited was officially dissolved on February 5, 2001.

On June 18, 2001, Parliament approved Bill C-25, which amended the *Farm Credit Corporation Act.* The name of the Corporation was changed to Farm Credit Canada to better reflect its federal identity and to demonstrate the federal government's commitment to rural Canada. The new legislation will allow Farm Credit Canada to provide financial services to any farm-related businesses on the input or output side of primary production, to offer equity financing directly and in partnership with other equity investors, and to provide both financial and business management services to producers and farm-related business.

Shared-governance Corporations

Bill C-4, an Act to create the Canada Foundation for Sustainable Development Technology received Royal Assent on June 14, 2001. The Foundation will operate as a not-for-profit shared-governance corporation, with the federal government appointing a minority of the board of directors. The Foundation has a mandate to fund projects to develop and demonstrate new technologies that will promote sustainable development, including technologies that address issues of climate change and air quality.

Privatization

In January 2000 the *Cape Breton Development Corporation Divestiture and Dissolution Act* was proclaimed. This Act provides for the sale of assets, winding up of the affairs of the Corporation and preparing for its eventual dissolution. On May 16, 2001, the Government of Canada announced that it accepted the recommendation of the Cape Breton Development Corporation Board of Directors to begin immediately an orderly closure of the Prince mine while efforts to sell the surface operations would continue. The Board recommended the orderly closure of the mine after considering the financial outlook for an ongoing operation and unsuccessful attempts by the Corporation to conclude a sale of the mine.

Ridley Terminals Inc. (RTI) is an advanced bulk terminal located on land leased from the Prince Rupert Port Authority on Ridley Island in Prince Rupert, British Columbia. RTI was established in 1981 to provide a marine terminal to support the development of coalmines in Northeastern British Columbia. At the time of construction, it was expected that the demand for and the price of coal would continue to increase such that the initial investment in RTI could be easily recovered. In 2000, RTI's largest client, the Quintette mine, as well as two mines in Alberta, closed. The Bullmoose mine, RTI's largest remaining customer, is expected to close in 2003. In light of the mine closures and the resultant decrease in cash flow and profitability, the government is exploring options for RTI's future.

Mandate Reviews and Follow-up

To determine its future direction, the Canada Lands Company Limited (Canada Lands) underwent a planned mandate review in 2000, at the end of its first five years of operation. The review focused primarily on the activities of Canada Lands' core real estate subsidiary, Canada Lands Company CLC Limited (CLC).

As part of the review, an independent outside organization was contracted to benchmark CLC against the top real estate development companies in the industry. Concurrent with this mandate review, Canada Lands underwent a Special Examination by the Auditor General, as routinely required under the *Financial Administration Act*. The key issue raised in the Special Examination was the issue of future Crown surplus property transfers to CLC from the Government of Canada. The examiners expressed some concern over Canada Lands' ability to achieve its mandate of disposing of surplus properties, in light of the various process constraints involved in transferring surplus property from the government to Canada Lands.

Canada Lands continues to review the governance relationship between itself and its subsidiaries, Parc Downsview Park Inc. (PDP) and the Old Port of Montreal Corporation Inc. (OPM). Recommendations regarding PDP will be made to the Minister of Public Works and Government Services Canada to ensure an appropriate governance relationship, within the mandate and authority given to Canada Lands as the parent corporation. OPM is currently undergoing a mandate review of its own, and the issue of its governance (reporting directly to Parliament as if it were a parent Crown corporation) is being reviewed as part of this process.

The Canadian Commercial Corporation (CCC) reported that its board of directors examined and proposed a long-term direction for the Corporation to the shareholder. Following the appointment of a full-time president in 1999, the board authorized a series of external studies and consultations to review CCC's role and mandate, and to identify implementation requirements.

During 2000 the Canadian Race Relations Foundation was fully engaged in the fourth-year review of its operations as required by the *Canadian Race Relations Foundation Act*. The Minister of Canadian Heritage, who is responsible for the Foundation, must table the resulting report in Parliament.

On September 20, 2001, the Minister for International Trade tabled a bill in Parliament (C-31) to update the *Export Development Act*. A principal change is a new legal requirement for the environmental review of projects that the Export Development Corporation has been asked to support. Other amendments include changing the Corporation's legal name to Export Development Canada, as well as measures to update governance and administrative practices. Bill C-31 received second reading in the House of Commons on October 2, 2001.

Corporate Governance

Crown corporations are firmly committing themselves to effective practices of corporate governance in order to fulfil their various mandates. Many of them have responded to the 1996 *Guidelines for Corporate Governance in Crown Corporations and Other Public Enterprises* issued by the President of the Treasury Board and the Minister of Finance. The guidelines recommend that Crown corporations report annually on their corporate governance policies and practices in relation to the guidelines.

The December volume of the Auditor General's 2000 Report included a chapter on the governance of Crown corporations. The Auditor General remarked that the management of Crown corporations has improved since the *Financial Administration Act* was amended in 1984 to strengthen the control and accountability framework for these corporations. The report, however, indicated that further improvement is needed in such areas as strategic and corporate planning, and the measurement and reporting of performance. The report also noted the importance of improving the governance of Crown corporations if the corporations are to meet future demands for performance.

In June 2001 the Privy Council Office and the Treasury Board of Canada Secretariat sponsored a round table discussion on corporate governance for the chairs of Crown corporations. Topics discussed at the session included the relationships of Crown corporations to their responsible ministers; portfolio management; the development of a guide book for Crown corporation chairs, directors and chief executive officers (CEOs); an update on the findings and recommendations of the Advisory Committee on Senior Level Retention and Compensation; CEO performance management; and the Governor-in-Council appointment process and the importance of board-of-director profiles.

During the year under review many Crown corporations reported on their governance activities. Examples of the activities are discussed below under the following headings: Approaches to Governance, Assessment and Renewal of the Board, Education of Directors, Board Compensation, Conflict of Interest, Board and Management Relations, Evaluating the CEO's Performance, Communication with Stakeholders, Succession Planning and Risk Management.

Approaches to Governance

The Atlantic Pilotage Authority noted that policies regarding the stewardship of the Authority, working with management, and the functioning of the Authority's board are under continual review and, where necessary, changes are being implemented.

The Business Development Bank of Canada reported that its board members participated in a strategic session whereby they reviewed the Bank's mission, vision and strategic priorities.

The Canada Deposit Insurance Corporation reported that it commissioned an outside review of its board of directors' governance practices to highlight any areas that might require improvement or change. An outcome of the review is that its board of directors will devote a full session each year to strategic planning and direction-setting for the Corporation. The board also created an ad hoc committee with a mandate to review all of the recommendations resulting from the above-mentioned review, to weigh the applicable recommendations of the Report of the Auditor General of Canada to the House of Commons and to review the Department of Finance and Treasury Board of Canada Secretariat's *Guidelines for Corporate Governance in Crown Corporations and Other Public Enterprises*.

The Canada Lands Company Limited noted that during 2000–01 the governance committee of the Park Downsview Parc Inc. board reviewed the terms of reference of the various committees of the board, board responsibilities and the role of the board, the need for an executive committee, corporate policies and the proposed future evaluation of the chair and directors.

The Canada Pension Plan Investment Board reported that the work of the board is assigned to committees, with recommendations referred to the full board for approval. The investment committee, which consists of the full board, reviewed and approved management's strategy to diversify risk and enhance returns by moving from passive to active investing. The committee also reviewed with management an enterprise-wide risk management framework that identified risks, established policies and procedures to mitigate them, and clarified the responsibilities of board committees and the management of risk. The audit committee also reviewed financial reporting and internal control policies and practices. The board measures its policies and procedures against legislation, regulations and external guidelines. It complies with all the applicable governance guidelines of the Toronto Stock Exchange (TSE) for public companies; the applicable governance principles developed by a task force of the Association of Canadian Pension

Management, the Pension Investment Association of Canada and the Office of the Superintendent of Financial Institutions.

The Canadian Museum of Civilization noted that during the year the board of trustees had seven committees to help expedite its business. These committees met regularly before board meetings in person and by teleconference, and reported their recommendations to the meetings of the full board.

The Public Sector Pension Investment Board has established four committees to assist in fulfilling its obligations.

Assessment and Renewal of the Board

The Business Development Bank of Canada reported that, in recognition of the importance of feedback to the governance process, it implemented an annual evaluation procedure to assess the performance of the board and its committees.

The Canada Pension Plan Investment Board noted that its board of directors has a process for self-evaluation and is exploring the benefits and effectiveness of a peer-review process.

The Export Development Corporation's board of directors reviewed and evaluated its actions with respect to corporate governance, and assessed its compliance with the 1996 corporate governance guidelines of the Department of Finance and Treasury Board of Canada Secretariat.

The Public Sector Pension Investment Board approved a performance evaluation policy in February 2001 that focuses on procedures and on frank and confidential discussions between the chair and individual directors.

The Royal Canadian Mint reported that its board of directors approved an evaluation framework for measuring its own performance.

Education of Directors

The Canada Lands Company Limited noted that new directors are given an orientation session and a manual, and are encouraged to participate in educational seminars on corporate governance.

The Freshwater Fish Marketing Corporation noted that its board of directors' meeting in April 2001 included a half-day information session on Crown corporation governance conducted by the Treasury Board of Canada Secretariat and the Privy Council Office.

Board Compensation

The Public Sector Pension Investment Board adopted a policy of compensating directors on a basis similar to the median compensation received by directors of companies listed in the TSE 300 index. As a result, each director receives a $12,000 annual retainer. Chairs of committees are paid an additional $3,000 retainer. A $900 per diem fee is paid for each meeting of the board and of board committees. Only a single fee is paid, however, when board and investment committee meetings occur on the same day.

Conflict of Interest

The Canada Pension Plan Investment Board reported that its directors, officers and employees annually acknowledge in writing the Investment Board's codes of conduct that are designed to create a corporate culture of trust, honesty and integrity. The Investment Board maintains strict conflict-of-interest procedures for directors, officers and employees to avoid potential conflicts between their private and business interests and those of the Investment Board. Officers and employees file quarterly with the Board's external auditor a statement of the investments they hold and a report on transactions. Before making a trade during restricted trading periods, they notify the Board's compliance officer to determine whether the securities in question are on its restricted list of securities. Officers and employees disclose the identity of their investment agents, companies of which they are a director or employee, and trusts of which they are a trustee. Directors complete and submit an annual disclosure-of-interest report for review by the governance committee and must notify the chair before accepting a directorship or any position of authority in an entity that might benefit from the Investment Board, or be in conflict with it.

The Public Sector Pension Investment Board indicated it has developed detailed procedures to identify circumstances where the potential for a conflict of interest exists and to guide directors in dealing with such situations. The purpose of this is to ensure that directors have a full understanding and appreciation of the Investment Board's principles and values to help them determine appropriate business practices and behaviour.

Board and Management Relations

The Freshwater Fish Marketing Corporation reported that the majority of its board of directors attended the October 2000 Western Commercial Fisheries Conference in Winnipeg, where a panel, comprised of the Corporation's previous chair, the Corporation's president and senior management, made a formal presentation of the Corporation's strategic directions and other corporate activities. Also, the Minister of Fisheries and Oceans met with the board at its August 2000 meeting, which included a presentation of the Corporation's strategic plan.

The Royal Canadian Mint noted that its board of directors enjoyed a sound working relationship with senior management; both groups continued their dialogue on strategic directions for the Mint to take following the conclusion of the Millennium coin program.

Evaluating the CEO's Performance

The Bank of Canada reported that the chair of its human resources and compensation committee of the board of directors met with the Governor and Senior Deputy Governor to review their performance and discussed objectives for the coming year.

The Canada Pension Plan Investment Board reported that its human resources and compensation committee completed an evaluation of the performance of the President and Chief Executive Officer (CEO), and continues to monitor succession planning and organizational structure.

The board of directors of the Canadian Commercial Corporation established a compensation subcommittee to review the CEO's performance and recommend compensation adjustments to the minister responsible for the Corporation. These adjustments were to be related to performance and to the recommendations of the government's Advisory Committee on Senior Level Retention and Compensation on CEO salary scales in Crown corporations.

Communication with Stakeholders

The Freshwater Fish Marketing Corporation reported that its board of directors exercised its liaison role with all levels of government and fisher-association stakeholders by attending numerous private and public meetings, conferences and information sessions in the provinces and communities it represents.

Succession Planning

The Export Development Corporation (EDC) reported that the board of directors was satisfied that an appropriate leadership development program for managers had been implemented within the Corporation. This program will ensure the identification and staffing of critical leadership positions, examine the ongoing relevance of the Corporation's structure to its strategic imperatives and begin to assess EDC's current talent against future requirements.

Risk Management

Though the Business Development Bank of Canada has been practising effective risk management for many years, the Bank's board and management placed greater emphasis this year on integrated risk management. The Bank's risks were assessed, together with actions being taken to manage these risks successfully. As well, an effective ongoing process was put into place to identify, measure and manage potential risks proactively.

The Canadian Commercial Corporation reported that its audit committee worked with management throughout the year to develop a risk management framework for countries in which the Corporation has a concentration of business, in light of its intention to take a more proactive approach to building a larger portfolio of business in certain countries.

The board of directors of the Export Development Corporation (EDC) approved a plan directed towards the development and implementation of a comprehensive Enterprise Risk Management Framework, together with all supporting policies and processes for managing credit, market and operational risks, by the end of 2004. The board also agreed on the key development areas to be pursued in 2000 under the Credit Risk Management Framework approved in December 1999 as the foundation for Enterprise Risk

Management at EDC, and at the end of the year noted the achievement of these objectives.

Excellence in Reporting

The Auditor General of Canada's Award for Excellence in Annual Reporting by Crown Corporations was launched in 1994. Although the initiative was originally intended as a five-year program, it has since been extended for an additional five years to 2004. The main purpose of these annual awards is to promote improved disclosure of information on corporate performance by recognizing Crown corporations that do an outstanding job in this respect. In 2000, the Export Development Corporation and the National Capital Commission won the Awards. The Canada Deposit Insurance Corporation, Defence Construction (1951) Limited and Farm Credit Canada were also nominated for the awards.

Measuring Performance

Selected information on performance is presented in many of the corporate abstracts included in this report. Sources for this information include the corporation's most recently tabled annual report, as well as the summary of the corporate plan approved for the year under review.

Overall Crown Corporation Performance

The *Financial Administration Act* requires that the current report include employment and financial data, including aggregate borrowings of parent Crown corporations.

Accordingly this section of the Overview provides a summary of overall performance by Crown corporations, including the following data:

- employment;
- assets;
- budgetary appropriations; and
- debt obligations.

At the end of this section, two exhibits provide a summary view of all Crown corporations:

- Exhibit 8 shows each corporation's employment and financial position; and
- Exhibit 9 provides information about each corporation's operating results and financing.

Exhibits 8 and 9 are also structured according to the portfolio grouping shown in Exhibit 1. Note that information provided in this section excludes financial data for:

- the Bank of Canada, the Canada Pension Plan Investment Board, and the Public Sector Pension Investment Board because of the unique nature of their operations; and
- the Canadian Film Development Corporation, Petro-Canada Limited, the Cape Breton Growth Fund Corporation, the Enterprise Cape Breton Corporation, and The Federal Bridge Corporation Limited, since their 2000–01 annual reports had not been tabled in Parliament as of October 5, 2001.

In order to present information on a comparative basis, financial data for previous years were adjusted to exclude data for the above Crown corporations. Available employment data for these corporations are included, however. Specific information about individual Crown corporations may be found in the Corporate Abstracts chapter of this report, as well as in the respective annual reports of the Crown corporations.

A glossary of the financial and employment terms used in this report is provided at the end of this section.

To ensure the greatest possible accuracy, the exhibits presented in this report, as well as all calculations, are based on a computer database of actual figures. Results of the calculations are rounded for ease of presentation.

Where Crown corporations have re-stated financial data for previous years, readers should be aware that the data in this report reflect only those changes that correct errors from previous years. Amendments have been made by some corporations as a result of changes in their accounting policies that have been applied retroactively to financial statements from previous years. This report, and the database of financial information on which it is based, do not reflect these amendments.

For Crown corporations with fiscal years ending on or after July 31, 2001, this report shows their financial data for the fiscal year ending in 2000. Accordingly, for the Canadian Dairy Commission and the National Arts Centre Corporation, this report covers the period ending July 31, 2000 and August 31, 2000 respectively. All of the other corporations' data are for their respective 2000 or 2000–01 fiscal years.

Employment

In 2000-01, the total number of full-time employees of Crown corporations increased to 70,986, ending the downward trend reflected throughout the 1990s. The addition of 551 employees, from a total of 70,435 in 1999-2000, represents a 0.8-per-cent increase from the previous year compared to a 1.0-per-cent decrease in the number of employees between the previous two years.

While the Cape Breton Development Corporation saw a reduction of 737 employees during the fiscal year as a result of closing the Phalen Colliery, and the dissolution of the Canada Ports Corporation accounted for a reduction of 102 employees, the Canada Post

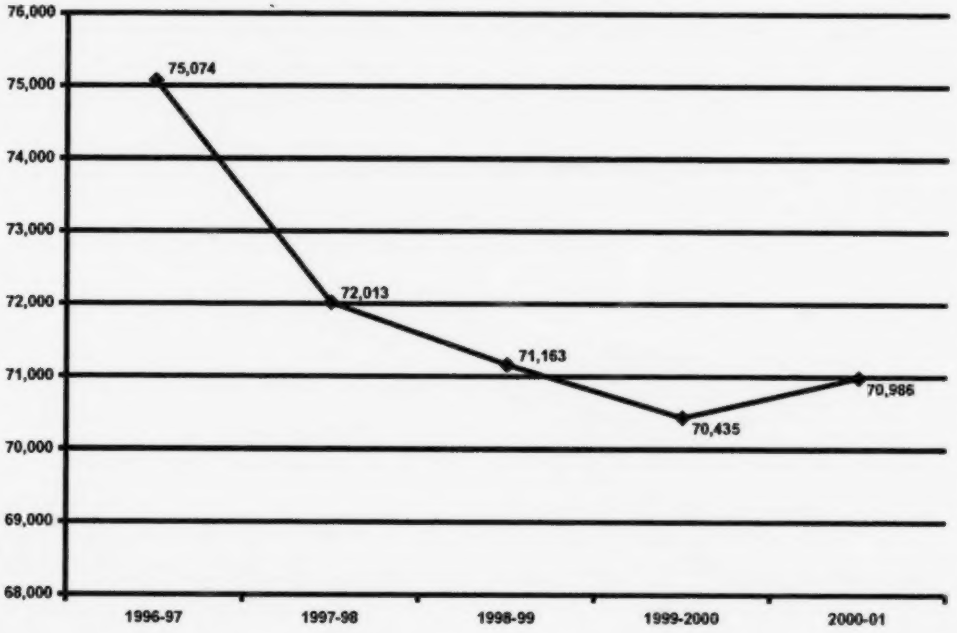
Corporation (CPC) increased its workforce by 1,472. This represents a 3.3-per-cent increase from 1999-2000, bringing its workforce to 45,621.

Under the terms of the present collective agreement between CPC and the Canadian Union of Postal Workers, the Corporation is committed to increasing its full-time positions and relying less upon part-time and casual workers. The commitment in 2000-01 was to achieve a ratio of 76 per cent of full-time/total hours paid. As well, CPC was obliged to convert some Community Mail Box delivery to letter-carrier and this involved the conversion of 150 full-time positions.

Increases in employment at the Business Development Bank of Canada (110) and the Export Development Corporation (101) were offset by a decrease of 334 employees at the Canadian Broadcasting Corporation.

Exhibit 2 shows the changing trend over the last five years.

Exhibit 2: Employment in Crown Corporations, 1996–97 to 2000–01



Assets

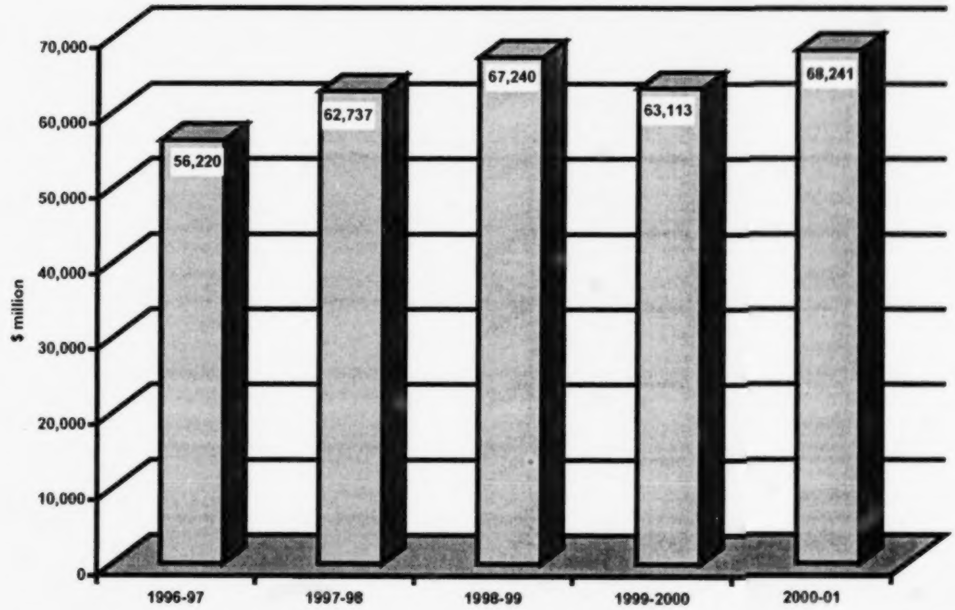
The total assets of Crown corporations resumed their increasing trend after showing a decrease in 1999-2000 (mainly as a result of the conversion of the seven local port corporations and The Canadian Wheat Board into shared-governance corporations). The $5.13 billion increase during the year under review brought total assets to $68.24 billion in 2000-01.

Significant year-over-year increases reported by the Export Development Corporation (EDC) and the Canada Mortgage and Housing Corporation (CMHC) accounted for more than half of the net 8.1-per-cent increase in the total assets of Crown corporations.

Five Crown corporations accounted for 90 per cent of the total assets: CMHC, EDC, Farm Credit Canada, the Business Development Bank of Canada and the Canada Post Corporation.

Exhibit 3 demonstrates the fluctuations in the value of Crown corporations' assets over the last five years.

Exhibit 3: Total Assets of Crown Corporations, 1996–97 to 2000–01



Budgetary Appropriations

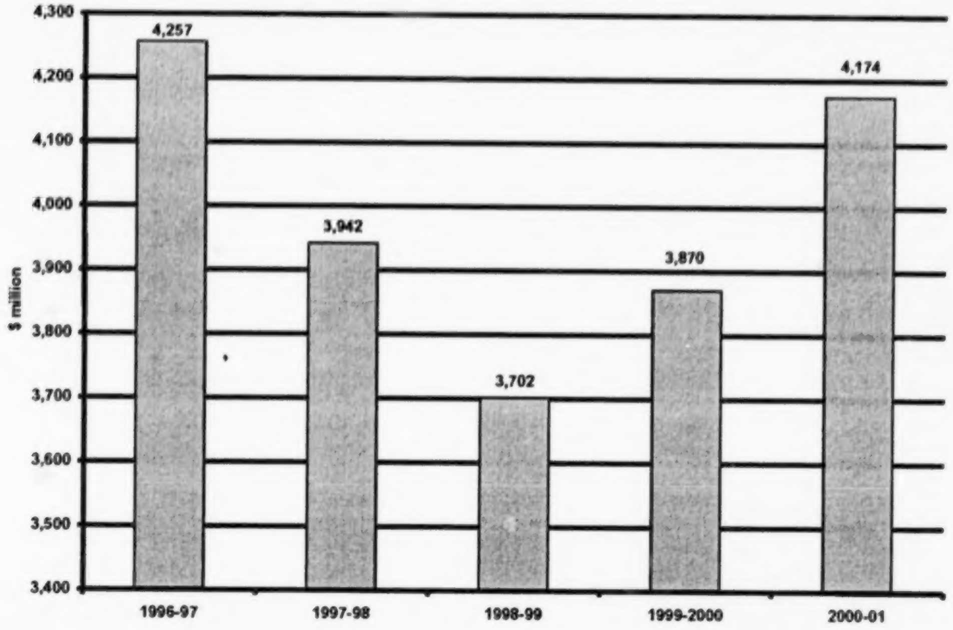
An increase in parliamentary funding for capital and operating purposes brought total budgetary appropriations for Crown corporations to $4,174 million in 2000-01. The additional $303.8 million represents a 7.85-per-cent increase from the previous year.

Canada Post Corporation (CPC), which received budgetary appropriations of $22.2 million in 1999-2000, accounted for about three quarters of the total increase in appropriation funding for the year under review. The 2000-2001 Main Estimates show funding through budgetary appropriations to CPC of $257.2 million for payments related to public policy programs (Parliamentary Free Mail and Literature for the Blind) and transitional support for the implementation of the Canada Post Corporation Pension Plan(s).

Marine Atlantic Inc. also reported a significant increase in the amount of budgetary appropriations received: from $23.3 million in 1999 to $89.0 million in 2000. The Corporation received authority during 2000 to purchase a ferry at a cost of up to $86.3 million. The Government of Canada financed the cost of acquiring this vessel.

Total budgetary appropriations for the five-year period from 1996–97 to 2000–01 are shown in Exhibit 4.

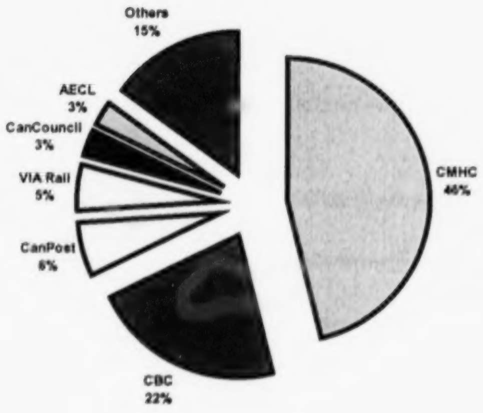
Exhibit 4: Total Budgetary Appropriations, 1996–97 to 2000–01



Of the 20 Crown corporations that received appropriations in 2000-01, six accounted for 85 per cent of the total funding from Canada. These were the Canada Mortgage and Housing Corporation (CMHC), the Canadian Broadcasting Corporation, the Canada Post Corporation, VIA Rail Canada Inc., the Canada Council and Atomic Energy of Canada Limited. For CMHC, which was the largest recipient, 99 per cent of the appropriations flow to households-in-need under long-term subsidy commitments.

Exhibit 5 provides a summary view of the 2000–01 recipients of budgetary appropriations.

Exhibit 5: Recipients of 2000–01 Budgetary Appropriations



Canada Mortgage and Housing Corporation (CMHC)

Canadian Broadcasting Corporation (CBC)

Canada Post Corporation (CanPost)

VIA Rail Canada Inc. (VIA Rail)

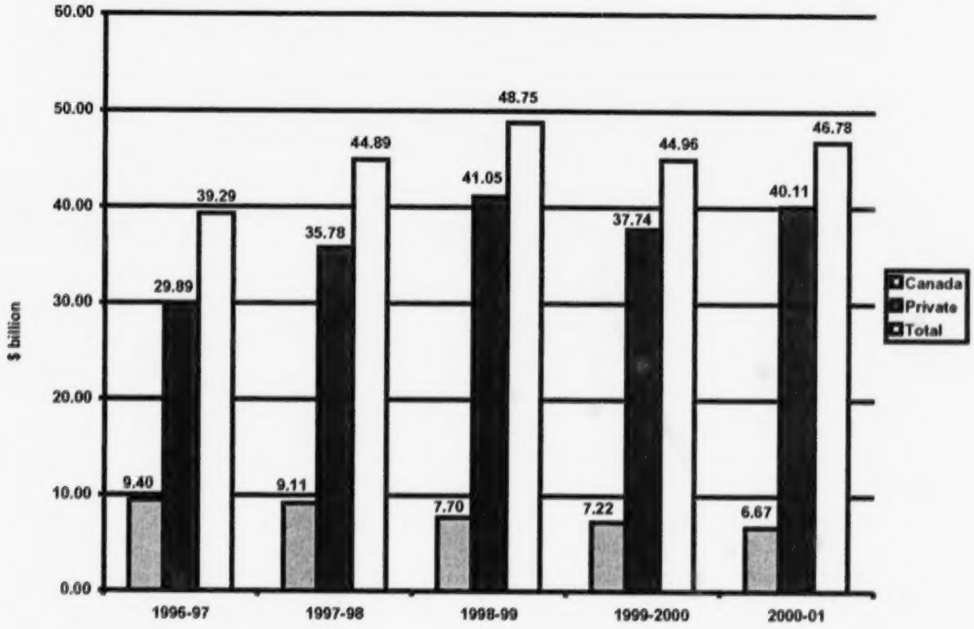
Canada Council (CanCouncil)

Atomic Energy of Canada Limited (AECL)

Debt Obligations

Total debt obligations, consisting of debts payable to Canada and to the private sector, increased by 4 per cent, to $46.8 billion in 2000–01 from $45.0 billion in the previous year. Crown corporations continued to replace borrowings from Canada (which decreased by 7 per cent) with borrowings from private sector lenders (which increased by 6 per cent). Exhibit 6 shows the debt payable to Canada, the debt incurred in private sector markets as well as the total debt obligations over the last five years.

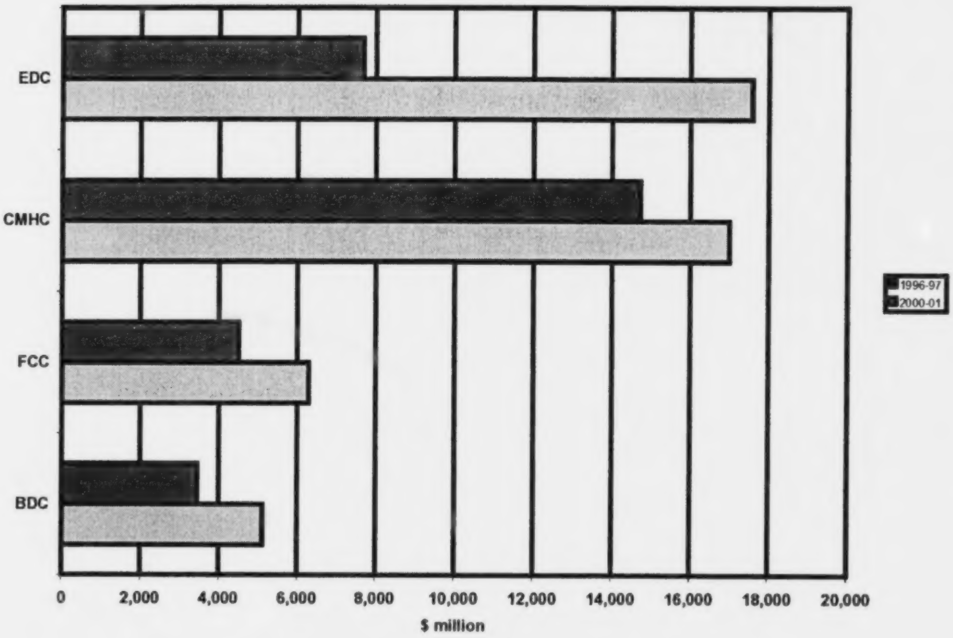
Exhibit 6: Total Debt Obligations of Crown Corporations, 1996–97 to 2000–01



The four largest debtors in 2000-01 were the Export Development Corporation (EDC), the Canada Mortgage and Housing Corporation (CMHC), Farm Credit Canada (FCC) and the Business Development Bank of Canada (BDC). These same Crown corporations were also the four largest debtors in 1999–2000.

Exhibit 7 presents the respective debt loads of the four largest debtors in 2000–01 compared to 1996–97.

Exhibit 7: Comparison of Largest Debtors in 2000–01 with 1996–97



Glossary of Financial and Employment Terms Used in This Report

All financial data are extracted from the Crown corporations' audited financial statements for the recent fiscal year. Certain values are adjusted to apply consistently the definitions that follow. Items are listed in the order in which they appear in the summary exhibits.

Total assets represents all assets reported by the corporation in its audited financial statements.

Equity represents the equity of Canada. For some corporations, the excess of assets over liabilities is not deemed to be equity of Canada because of the nature of their operations (e.g. marketing boards).

Employment represents the number of full-time employees obtained from sources such as an annual report, financial statements or a corporate plan, and are as at the fiscal year-end of the Crown corporation. The figure includes the full-time staff, and others employed outside of Canada by the parent corporation and its wholly owned subsidiaries. The exceptions are data for the Canada Development Investment Corporation, which relate to the parent corporation only, and data for the four pilotage authorities, which include contract pilots.

Net income represents after-tax income, where applicable, and any extraordinary items. It includes parliamentary appropriations where the corporation has included these in the computation of net income. In some cases, net income is the "excess of parliamentary appropriations over cost of operations" or "excess of proceeds over expenditures." A negative net income (i.e. a net loss) is shown in parentheses.

Borrowings from the private sector include short- and long-term borrowings, capital leases and any other debt-like instruments. For the marketing corporations (Canadian Dairy Commission and Freshwater Fish Marketing Corporation), loans may include payments accruing to dairy producers and fishers.

Borrowings from Canada include short- and long-term borrowings, advances from the Government of Canada for working capital or other purposes, and other debt-like instruments.

Budgetary appropriations refers to parliamentary funding for capital and operating purposes. The amounts exclude grants and contributions paid to Crown corporations where they qualify as members of a general class of recipients. Budgetary appropriations increase the expenditures of Canada and thus have a direct impact on the amount of the government's surplus or deficit.

Dividends represents those declared by the corporation during its fiscal year. This figure includes cash recoveries by Canada (where applicable) and other types of payments or contributions made to Canada (excluding repayments of debt-like instruments). Dividends may be paid by the corporation to the Government of Canada before or after the corporation's year-end.

22 - 25

M121

IMPORTANT NOTE CONCERNING THE FOLLOWING PAGES

THE PAGES WHICH FOLLOW HAVE BEEN FILMED TWICE IN ORDER TO OBTAIN THE BEST REPRODUCTIVE QUALITY

USERS SHOULD CONSULT ALL THE PAGES REPRODUCED ON THE FICHE IN ORDER TO OBTAIN A COMPLETE READING OF THE TEXT.

REMARQUE IMPORTANTE CONCERNANT LES PAGES QUI SUIVENT

LES PAGES SUIVANTES ONT ÉTÉ REPRODUITES EN DOUBLE AFIN D'AMÉLIORER LA QUALITÉ DE REPRODUCTION

LES UTILISATEURS DOIVENT CONSULTER TOUTES LES PAGES REPRODUITES SUR LA FICHE AFIN D'OBTENIR LA LECTURE DU TEXTE INTÉGRAL

Micromedia
ProQuest

20 Victoria Street
Toronto, Ontario M5C 2N8
Tel.: (416) 362-5211
Toll Free: 1-800-387-2689
Fax: (416) 362-6161
Email: info@micromedia.on.ca

Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio (as of year-ends before July 31, 2001; $ million)

	Financial Position				
Corporation by Ministerial Portfolio	**Total Assets**	**Current Liabilities**	**Long-term Liabilities**	**Equity[1]**	**Employment**
Canadian Dairy Commission	105.7	105.7	0.0	0.0	65
Farm Credit Canada	7,181.8	3,434.3	2,914.9	832.6	900
Total Agriculture and Agri-Food	**7,287.6**	**3,540.1**	**2,914.9**		**965**
Canada Council	326.3	21.0	7.9	216.6	180
Canadian Broadcasting Corporation	1,494.0	268.6	1,116.7	108.7	6,737
Canadian Film Development Corporation [2]	--	--	--	--	164
Canadian Museum of Civilization	51.2	7.9	22.9	20.3	421
Canadian Museum of Nature	44.6	4.8	39.8	(0.3)	169
Canadian Race Relations Foundation	27.3	0.6	0.0	26.7	10
National Arts Centre Corporation	31.6	12.3	18.4	0.9	242
National Capital Commission	545.0	20.1	40.7	484.2	429
National Gallery of Canada	22.7	6.4	13.8	2.4	249
National Museum of Science and Technology	15.3	2.2	11.6	1.5	235
Total Canadian Heritage	**2,558.1**	**343.9**	**1,271.9**		**8,836**
Bank of Canada [3]	39,548.1	36,775.3	0.0	30.0	1,289
Canada Deposit Insurance Corporation	904.1	6.1	443.0	455.0	86
Canada Development Investment Corporation	103.9	15.9	2.0	86.0	0
Canada Pension Plan Investment Board [3]	7,156.3	2.2	0.0	0.0	15
Petro-Canada Limited [2]	--	--	--	--	0
Total Finance	**1,008.0**	**22.0**	**445.0**		**1,390**
Freshwater Fish Marketing Corporation	26.9	22.7	0.0	4.2	45
Total Fisheries and Oceans	**26.9**	**22.7**	**0.0**		**45**
International Development Research Centre	64.4	51.5	12.7	0.2	333
Total Foreign Affairs	**64.4**	**51.5**	**12.7**		**333**
Business Development Bank of Canada	6,225.5	2,812.7	2,489.5	923.3	1,257
Canadian Tourism Commission [4]	0.0	0.0	0.0	0.0	0
Cape Breton Growth Fund Corporation [2,5]	--	--	--	--	5
Enterprise Cape Breton Corporation [2]	--	--	--	--	50
Standards Council of Canada	4.5	1.8	1.1	1.6	69
Total Industry	**6,230.0**	**2,814.5**	**2,490.6**		**1,381**

---

[1] This column is not totaled because the information is not reported in a consistent manner.

[2] Financial data are excluded for the Canadian Film Development Corporation, Petro-Canada Limited, the Cape Breton Growth Fund Corporation, the Enterprise Cape Breton Corporation and The Federal Bridge Corporation Limited, since their 2000-01 annual reports had not been tabled in Parliament as of October 5, 2001.

[3] Financial data for the Bank of Canada, the Canada Pension Plan Investment Board and the Public Sector Pension Investment Board are provided for information, but are not included in the totals due to the unique nature of their operations.

[4] The Canadian Tourism Commission's first year-end will occur on December 31, 2001.

Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio (as of year-ends before July 31, 2001; $ million)

	Financial Position				
Corporation by Ministerial Portfolio	**Total Assets**	**Current Liabilities**	**Long-term Liabilities**	**Equity[1]**	**Employment**
Canadian Dairy Commission	105.7	105.7	0.0	0.0	65
Farm Credit Canada	7,181.8	3,434.3	2,914.9	832.6	900
Total Agriculture and Agri-Food	**7,287.6**	**3,540.1**	**2,914.9**		**965**
Canada Council	326.3	21.0	7.9	216.6	180
Canadian Broadcasting Corporation	1,494.0	268.6	1,116.7	108.7	6,737
Canadian Film Development Corporation [2]	--	--	--	--	164
Canadian Museum of Civilization	51.2	7.9	22.9	20.3	421
Canadian Museum of Nature	44.6	4.8	39.8	(0.3)	169
Canadian Race Relations Foundation	27.3	0.6	0.0	26.7	10
National Arts Centre Corporation	31.6	12.3	18.4	0.9	242
National Capital Commission	545.0	20.1	40.7	484.2	429
National Gallery of Canada	22.7	6.4	13.8	2.4	249
National Museum of Science and Technology	15.3	2.2	11.6	1.5	235
Total Canadian Heritage	**2,558.1**	**343.9**	**1,271.9**		**8,836**
Bank of Canada [3]	39,548.1	36,775.3	0.0	30.0	1,289
Canada Deposit Insurance Corporation	904.1	6.1	443.0	455.0	86
Canada Development Investment Corporation	103.9	15.9	2.0	86.0	0
Canada Pension Plan Investment Board [3]	7,156.3	2.2	0.0	0.0	15
Petro-Canada Limited [2]	--	--	--	--	0
Total Finance	**1,008.0**	**22.0**	**445.0**		**1,390**
Freshwater Fish Marketing Corporation	26.9	22.7	0.0	4.2	45
Total Fisheries and Oceans	**26.9**	**22.7**	**0.0**		**45**
International Development Research Centre	64.4	51.5	12.7	0.2	333
Total Foreign Affairs	**64.4**	**51.5**	**12.7**		**333**
Business Development Bank of Canada	6,225.5	2,812.7	2,489.5	923.3	1,257
Canadian Tourism Commission [4]	0.0	0.0	0.0	0.0	0
Cape Breton Growth Fund Corporation [2,5]	--	--	--	--	5
Enterprise Cape Breton Corporation [2]	--	--	--	--	50
Standards Council of Canada	4.5	1.8	1.1	1.6	69
Total Industry	**6,230.0**	**2,814.5**	**2,490.6**		**1,381**

---

[1] This column is not totaled because the information is not reported in a consistent manner.

[2] Financial data are excluded for the Canadian Film Development Corporation, Petro-Canada Limited, the Cape Breton Growth Fund Corporation, the Enterprise Cape Breton Corporation and The Federal Bridge Corporation Limited, since their 2000-01 annual reports had not been tabled in Parliament as of October 5, 2001.

[3] Financial data for the Bank of Canada, the Canada Pension Plan Investment Board and the Public Sector Pension Investment Board are provided for information, but are not included in the totals due to the unique nature of their operations.

[4] The Canadian Tourism Commission's first year-end will occur on December 31, 2001.

Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio (as of year-ends before July 31, 2001; $ million) *[continued]*

	Financial Position				
Corporation by Ministerial Portfolio	**Total Assets**	**Current Liabilities**	**Long-term Liabilities**	**Equity**[1]	**Employment**
Canadian Commercial Corporation	573.5	542.3	6.0	25.1	90
Export Development Corporation	20,990.0	6,680.0	12,318.0	1,992.0	873
Total International Trade	**21,563.5**	**7,222.3**	**12,324.0**		**963**
Atomic Energy of Canada Limited	820.7	215.2	522.5	83.0	3,306
Cape Breton Development Corporation	71.5	60.8	465.8	(455.1)	575
Total Natural Resources	**892.2**	**276.0**	**988.3**		**3,881**
Canada Lands Company Limited	394.6	107.6	50.4	236.5	110
Canada Mortgage and Housing Corporation					1,815
Insurance and Guarantee Funds	5,497.0	55.0	4,568.0	874.0	
Corporate Account	17,824.0	3,921.0	13,858.0	45.0	
Minister's Account	0.0	0.0	0.0	0.0	
Canada Post Corporation	3,653.0	1,159.0	1,660.0	834.0	45,621
Defence Construction (1951) Limited	7.7	2.5	2.6	2.6	286
Old Port of Montreal Corporation Inc. [6]	15.5	10.8	4.7	0.0	114
Queens Quay West Land Corporation	11.3	9.7	45.8	(44.2)	0
Royal Canadian Mint	182.6	45.0	41.4	96.2	698
Total Public Works and Government Services	**27,585.6**	**5,310.6**	**20,230.9**		**48,644**
Atlantic Pilotage Authority	6.4	1.2	0.7	4.6	78
Canada Ports Corporation	67.9	8.2	64.0	(4.3)	0
Federal Bridge Corporation Limited, The [2]	--	--	--	--	80
Great Lakes Pilotage Authority	13.9	5.7	2.8	5.5	88
Laurentian Pilotage Authority	10.4	11.2	1.1	(1.9)	226
Marine Atlantic Inc.	285.9	20.7	263.2	2.0	895
Pacific Pilotage Authority	8.4	3.6	0.9	3.9	168
Ridley Terminals Inc. [7]	0.0	0.0	0.0	0.0	53
VIA Rail Canada Inc.	631.5	93.4	504.1	34.0	2,958
Total Transport	**1,024.5**	**143.9**	**836.8**		**4,546**
Public Sector Pension Investment Board [3]					2
Public Service Pension Plan Account	1,790.0	0.5	0.0	0.0	
Canadian Forces Pension Plan Account	532.7	0.3	0.0	0.0	
Royal Canadian Mounted Police Pension Plan Account	188.9	0.1	0.0	0.0	
Total Treasury Board	**0.0**	**0.0**	**0.0**		**2**
Grand Total	**68,240.8**	**19,747.8**	**41,515.1**		**70,986**

---

[5] The Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed to report as a parent Crown corporation.

[6] The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporation.

[7] Ridley Terminals Inc. became a parent Crown corporation on November 1, 2000 upon dissolution of the Canada Ports Corporation.

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio (as of year-ends before July 31, 2001; $ million)

		Financing			
		Changes to Net Borrowings			
Corporation by Ministerial Portfolio	Net Income[1]	Private Sector	Canada	Budgetary Appro-priations	Divi-dends
Canadian Dairy Commission	8.3	(0.6)	(6.4)	86.3	0.0
Farm Credit Canada	31.6	621.1	(237.0)	0.0	0.0
Total Agriculture and Agri-Food		**620.5**	**(243.3)**	**86.3**	**0.0**
Canada Council	13.7	0.0	0.0	127.4	0.0
Canadian Broadcasting Corporation	147.9	(4.5)	0.0	907.1	0.0
Canadian Film Development Corporation [2]	--	--	--	--	--
Canadian Museum of Civilization	(44.1)	0.0	0.0	52.1	0.0
Canadian Museum of Nature	(23.5)	(0.2)	0.0	24.2	0.0
Canadian Race Relations Foundation	(0.1)	0.0	0.0	0.0	0.0
National Arts Centre Corporation	(25.6)	0.0	0.0	26.1	0.0
National Capital Commission	7.7	0.0	0.0	97.3	0.0
National Gallery of Canada	(36.3)	0.0	0.0	36.5	0.0
National Museum of Science and Technology	(21.6)	0.0	0.0	22.6	0.0
Total Canadian Heritage		**(4.6)**	**0.0**	**1,293.3**	**0.0**
Bank of Canada [3]	1,992.4	(333.5)	0.0	0.0	1,992.4
Canada Deposit Insurance Corporation	157.3	0.0	0.0	0.0	0.0
Canada Development Investment Corporation	(1.0)	0.0	0.0	0.0	5.0
Canada Pension Plan Investment Board [3]	(851.6)	0.0	0.0	0.0	0.0
Petro-Canada Limited [2]	--	--	--	--	--
Total Finance		**0.0**	**0.0**	**0.0**	**5.0**
Freshwater Fish Marketing Corporation	0.0	3.7	0.0	0.0	0.0
Total Fisheries and Oceans		**3.7**	**0.0**	**0.0**	**0.0**
International Development Research Centre	(1.7)	0.0	0.0	90.3	0.0
Total Foreign Affairs		**0.0**	**0.0**	**90.3**	**0.0**
Business Development Bank of Canada	88.3	378.4	0.0	0.0	13.8
Canadian Tourism Commission [4]	0.0	0.0	0.0	0.0	0.0
Cape Breton Growth Fund Corporation [2,5]	--	--	--	--	--
Enterprise Cape Breton Corporation [2]	--	--	--	--	--
Standards Council of Canada	(0.0)	0.0	0.0	5.4	0.0
Total Industry		**378.4**	**0.0**	**5.4**	**13.8**

---

[1] This column is not totaled because the information is not reported in a consistent manner.

[2] Financial data are excluded for the Canadian Film Development Corporation, Petro-Canada Limited, the Cape Breton Growth Fund Corporation, the Enterprise Cape Breton Corporation and The Federal Bridge Corporation Limited, since their 2000-01 annual reports had not been tabled in Parliament as of October 5, 2001.

[3] Financial data for the Bank of Canada, the Canada Pension Plan Investment Board and the Public Sector Pension Investment Board are provided for information, but are not included in the totals due to the unique nature of their operations.

[4] The Canadian Tourism Commission's first year-end will occur on December 31, 2001.

Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio (as of year-ends before July 31, 2001; $ million) *[continued]*

	Financial Position				
Corporation by Ministerial Portfolio	**Total Assets**	**Current Liabilities**	**Long-term Liabilities**	**Equity[1]**	**Employment**
Canadian Commercial Corporation	573.5	542.3	6.0	25.1	90
Export Development Corporation	20,990.0	6,680.0	12,318.0	1,992.0	873
Total International Trade	**21,563.5**	**7,222.3**	**12,324.0**		**963**
Atomic Energy of Canada Limited	820.7	215.2	522.5	83.0	3,306
Cape Breton Development Corporation	71.5	60.8	465.8	(455.1)	575
Total Natural Resources	**892.2**	**276.0**	**988.3**		**3,881**
Canada Lands Company Limited	394.6	107.6	50.4	236.5	110
Canada Mortgage and Housing Corporation					1,815
Insurance and Guarantee Funds	5,497.0	55.0	4,568.0	874.0	
Corporate Account	17,824.0	3,921.0	13,858.0	45.0	
Minister's Account	0.0	0.0	0.0	0.0	
Canada Post Corporation	3,653.0	1,159.0	1,660.0	834.0	45,621
Defence Construction (1951) Limited	7.7	2.5	2.6	2.6	286
Old Port of Montreal Corporation Inc. [6]	15.5	10.8	4.7	0.0	114
Queens Quay West Land Corporation	11.3	9.7	45.8	(44.2)	0
Royal Canadian Mint	182.6	45.0	41.4	96.2	698
Total Public Works and Government Services	**27,585.6**	**5,310.6**	**20,230.9**		**48,644**
Atlantic Pilotage Authority	6.4	1.2	0.7	4.6	78
Canada Ports Corporation	67.9	8.2	64.0	(4.3)	0
Federal Bridge Corporation Limited, The [2]	--	--	--	--	80
Great Lakes Pilotage Authority	13.9	5.7	2.8	5.5	88
Laurentian Pilotage Authority	10.4	11.2	1.1	(1.9)	226
Marine Atlantic Inc.	285.9	20.7	263.2	2.0	895
Pacific Pilotage Authority	8.4	3.6	0.9	3.9	168
Ridley Terminals Inc. [7]	0.0	0.0	0.0	0.0	53
VIA Rail Canada Inc.	631.5	93.4	504.1	34.0	2,958
Total Transport	**1,024.5**	**143.9**	**836.8**		**4,546**
Public Sector Pension Investment Board [3]					2
Public Service Pension Plan Account	1,790.0	0.5	0.0	0.0	
Canadian Forces Pension Plan Account	532.7	0.3	0.0	0.0	
Royal Canadian Mounted Police Pension Plan Account	188.9	0.1	0.0	0.0	
Total Treasury Board	**0.0**	**0.0**	**0.0**		**2**
Grand Total	**68,240.8**	**19,747.8**	**41,515.1**		**70,986**

---

[5] The Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed to report as a parent Crown corporation.

[6] The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporation.

[7] Ridley Terminals Inc. became a parent Crown corporation on November 1, 2000 upon dissolution of the Canada Ports Corporation.

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio (as of year-ends before July 31, 2001; $ million)

		Financing			
		Changes to Net Borrowings			
Corporation by Ministerial Portfolio	**Net Income[1]**	**Private Sector**	**Canada**	**Budgetary Appropriations**	**Dividends**
Canadian Dairy Commission	8.3	(0.6)	(6.4)	86.3	0.0
Farm Credit Canada	31.6	621.1	(237.0)	0.0	0.0
Total Agriculture and Agri-Food		**620.5**	**(243.3)**	**86.3**	**0.0**
Canada Council	13.7	0.0	0.0	127.4	0.0
Canadian Broadcasting Corporation	147.9	(4.5)	0.0	907.1	0.0
Canadian Film Development Corporation [2]	--	--	--	--	--
Canadian Museum of Civilization	(44.1)	0.0	0.0	52.1	0.0
Canadian Museum of Nature	(23.5)	(0.2)	0.0	24.2	0.0
Canadian Race Relations Foundation	(0.1)	0.0	0.0	0.0	0.0
National Arts Centre Corporation	(25.6)	0.0	0.0	26.1	0.0
National Capital Commission	7.7	0.0	0.0	97.3	0.0
National Gallery of Canada	(36.3)	0.0	0.0	36.5	0.0
National Museum of Science and Technology	(21.6)	0.0	0.0	22.6	0.0
Total Canadian Heritage		**(4.6)**	**0.0**	**1,293.3**	**0.0**
Bank of Canada [3]	1,992.4	(333.5)	0.0	0.0	1,992.4
Canada Deposit Insurance Corporation	157.3	0.0	0.0	0.0	0.0
Canada Development Investment Corporation	(1.0)	0.0	0.0	0.0	5.0
Canada Pension Plan Investment Board [3]	(851.6)	0.0	0.0	0.0	0.0
Petro-Canada Limited [2]	--	--	--	--	--
Total Finance		**0.0**	**0.0**	**0.0**	**5.0**
Freshwater Fish Marketing Corporation	0.0	3.7	0.0	0.0	0.0
Total Fisheries and Oceans		**3.7**	**0.0**	**0.0**	**0.0**
International Development Research Centre	(1.7)	0.0	0.0	90.3	0.0
Total Foreign Affairs		**0.0**	**0.0**	**90.3**	**0.0**
Business Development Bank of Canada	88.3	378.4	0.0	0.0	13.8
Canadian Tourism Commission [4]	0.0	0.0	0.0	0.0	0.0
Cape Breton Growth Fund Corporation [2,5]	--	--	--	--	--
Enterprise Cape Breton Corporation [2]	--	--	--	--	--
Standards Council of Canada	(0.0)	0.0	0.0	5.4	0.0
Total Industry		**378.4**	**0.0**	**5.4**	**13.8**

---

[1] This column is not totaled because the information is not reported in a consistent manner.

[2] Financial data are excluded for the Canadian Film Development Corporation, Petro-Canada Limited, the Cape Breton Growth Fund Corporation, the Enterprise Cape Breton Corporation and The Federal Bridge Corporation Limited, since their 2000-01 annual reports had not been tabled in Parliament as of October 5, 2001.

[3] Financial data for the Bank of Canada, the Canada Pension Plan Investment Board and the Public Sector Pension Investment Board are provided for information, but are not included in the totals due to the unique nature of their operations.

[4] The Canadian Tourism Commission's first year-end will occur on December 31, 2001.

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio (as of year-ends before July 31, 2001; $ million) *[continued]*

		Financing			
		Changes to Net Borrowings			
Corporation by Ministerial Portfolio	**Net Income[1]**	**Private Sector**	**Canada**	**Budgetary Appropriations**	**Dividends**
Canadian Commercial Corporation	1.8	0.0	0.0	13.9	0.0
Export Development Corporation	194.0	1,355.0	0.0	0.0	0.0
Total International Trade		**1,355.0**	**0.0**	**13.9**	**0.0**
Atomic Energy of Canada Limited	11.8	0.0	(1.0)	121.9	0.0
Cape Breton Development Corporation	28.8	0.0	0.0	64.9	0.0
Total Natural Resources		**0.0**	**(1.0)**	**186.8**	**0.0**
Canada Lands Company Limited	5.3	28.2	(7.9)	0.0	0.0
Canada Mortgage and Housing Corporation					
Insurance and Guarantee Funds	366.0	0.0	0.0	0.0	0.0
Corporate Account	9.0	95.0	(297.0)	0.0	0.0
Minister's Account	0.0	0.0	0.0	1,920.0	0.0
Canada Post Corporation	84.0	(95.0)	0.0	257.2	19.0
Defence Construction (1951) Limited	(0.6)	0.0	0.0	0.0	0.6
Old Port of Montreal Corporation Inc. [6]	(12.6)	0.0	0.0	12.6	0.0
Queens Quay West Land Corporation	0.0	0.0	0.0	3.0	0.0
Royal Canadian Mint	5.6	(3.5)	0.0	0.0	0.0
Total Public Works and Government Services		**24.7**	**(304.9)**	**2,192.8**	**19.6**
Atlantic Pilotage Authority	0.7	0.0	0.0	0.0	0.0
Canada Ports Corporation	(0.0)	(4.7)	0.0	0.0	0.1
Federal Bridge Corporation Limited, The [2]	--	--	--	--	--
Great Lakes Pilotage Authority	(1.1)	0.0	0.0	0.0	0.0
Laurentian Pilotage Authority	(0.4)	(1.0)	0.0	0.0	0.0
Marine Atlantic Inc.	4.7	0.0	0.0	89.0	0.0
Pacific Pilotage Authority	(0.4)	0.0	0.0	0.0	0.0
Ridley Terminals Inc. [7]	0.0	0.0	0.0	0.0	0.0
VIA Rail Canada Inc.	60.9	0.0	0.0	216.2	0.0
Total Transport		**(5.7)**	**0.0**	**305.2**	**0.1**
Public Sector Pension Investment Board [3]					
Public Service Pension Plan Account	(164.2)	0.0	0.0	0.0	0.0
Canadian Forces Pension Plan Account	(48.6)	0.0	0.0	0.0	0.0
Royal Canadian Mounted Police Pension Plan Account	(17.7)	0.0	0.0	0.0	0.0
Total Treasury Board		**0.0**	**0.0**	**0.0**	**0.0**
Grand Total		**2,372.0**	**(549.2)**	**4,174.1**	**38.6**

---

[5] The Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed to report as a parent Crown corporation.

[6] The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporation.

[7] Ridley Terminals Inc. became a parent Crown corporation on November 1, 2000 upon dissolution of the Canada Ports Corporation.

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio (as of year-ends before July 31, 2001; $ million) *[continued]*

		Financing			
		Changes to Net Borrowings			
Corporation by Ministerial Portfolio	**Net Income[1]**	**Private Sector**	**Canada**	**Budgetary Appro-priations**	**Divi-dends**
Canadian Commercial Corporation	1.8	0.0	0.0	13.9	0.0
Export Development Corporation	194.0	1,355.0	0.0	0.0	0.0
Total International Trade		**1,355.0**	**0.0**	**13.9**	**0.0**
Atomic Energy of Canada Limited	11.8	0.0	(1.0)	121.9	0.0
Cape Breton Development Corporation	28.8	0.0	0.0	64.9	0.0
Total Natural Resources		**0.0**	**(1.0)**	**186.8**	**0.0**
Canada Lands Company Limited	5.3	28.2	(7.9)	0.0	0.0
Canada Mortgage and Housing Corporation					
Insurance and Guarantee Funds	366.0	0.0	0.0	0.0	0.0
Corporate Account	9.0	95.0	(297.0)	0.0	0.0
Minister's Account	0.0	0.0	0.0	1,920.0	0.0
Canada Post Corporation	84.0	(95.0)	0.0	257.2	19.0
Defence Construction (1951) Limited	(0.6)	0.0	0.0	0.0	0.6
Old Port of Montreal Corporation Inc. [6]	(12.6)	0.0	0.0	12.6	0.0
Queens Quay West Land Corporation	0.0	0.0	0.0	3.0	0.0
Royal Canadian Mint	5.6	(3.5)	0.0	0.0	0.0
Total Public Works and Government Services		**24.7**	**(304.9)**	**2,192.8**	**19.6**
Atlantic Pilotage Authority	0.7	0.0	0.0	0.0	0.0
Canada Ports Corporation	(0.0)	(4.7)	0.0	0.0	0.1
Federal Bridge Corporation Limited, The [2]	--	--	--	--	--
Great Lakes Pilotage Authority	(1.1)	0.0	0.0	0.0	0.0
Laurentian Pilotage Authority	(0.4)	(1.0)	0.0	0.0	0.0
Marine Atlantic Inc.	4.7	0.0	0.0	89.0	0.0
Pacific Pilotage Authority	(0.4)	0.0	0.0	0.0	0.0
Ridley Terminals Inc. [7]	0.0	0.0	0.0	0.0	0.0
VIA Rail Canada Inc.	60.9	0.0	0.0	216.2	0.0
Total Transport		**(5.7)**	**0.0**	**305.2**	**0.1**
Public Sector Pension Investment Board [3]					
Public Service Pension Plan Account	(164.2)	0.0	0.0	0.0	0.0
Canadian Forces Pension Plan Account	(48.6)	0.0	0.0	0.0	0.0
Royal Canadian Mounted Police Pension Plan Account	(17.7)	0.0	0.0	0.0	0.0
Total Treasury Board		**0.0**	**0.0**	**0.0**	**0.0**
Grand Total		**2,372.0**	**(549.2)**	**4,174.1**	**38.6**

---

[5] The Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed to report as a parent Crown corporation.

[6] The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporation.

[7] Ridley Terminals Inc. became a parent Crown corporation on November 1, 2000 upon dissolution of the Canada Ports Corporation.

CROWN CORPORATIONS' CORPORATE HOLDINGS

This chapter presents statistical information on Crown corporations and their corporate holdings as of August 31, 2001. Readers should note however that the information in the rest of the report, unless otherwise noted, is as of the financial year-ends of the corporations prior to July 31, 2001.

The information is provided in three parts:

Statistical Summary shows the number of parent Crown corporations and their subsidiaries, legal partnerships and associates on a comparative basis with those of the previous year.

Changes During the Year shows the changes that occurred with regard to parent Crown corporations and their subsidiaries, legal partnerships and associates between August 31, 2000 and August 31, 2001.

Crown Corporations' Corporate Holdings presents a comprehensive list of parent Crown corporations and their subsidiaries, legal partnerships and associates.

STATISTICAL SUMMARY

Number of Parent Crown Corporations, Their Wholly Owned Subsidiaries, and Other Subsidiaries, Associates and Legal Partnerships (as of August 31)

	2001	2000
Parent Crown Corporations	41	41
Wholly Owned Subsidiaries (100%)	20	22
Other Subsidiaries, Associates and Legal Partnerships	30	25

CHANGES DURING THE YEAR

Canada Ports Corporation	Deleted
Canada Post Corporation	
Subsidiaries held at 100%	
• 3106900 Canada Inc.	Deleted
• 3906949 Canada Inc.	Added
- Progistix–Solutions Inc.	Added
- Intelcom Courier Canada Inc.	Added
Subsidiary held at 50 - 99%	
• EPO Holding Inc.	Added
- EPO Inc.	Added
Legal Partnership held at 50%	
• Electronic Post Office™	Deleted
Canadian Broadcasting Corporation	
Associates held at less than 50%	
• ARTV	Added
• Country Canada	Added
Canadian Tourism Commission	Added
Enterprise Cape Breton Corporation	
Associate held at less than 50%	
• Lynwood Inn Limited	Deleted
Farm Credit Canada	Name changed[1]
Federal Bridge Corporation Limited, The	
Subsidiary held at 50 - 99%	
• St. Mary's River Bridge Company	Added

---

[1] Name changed from Farm Credit Corporation

Marine Atlantic Inc.	
Subsidiary held at 100%	
- Newfoundland Dockyard Corporation	Deleted
Petro-Canada Limited	Deleted
Ridley Terminals Inc.	Added[2]

---

[2] Upon dissolution of the Canada Ports Corporation on November 1, 2000, Ridley Terminals Inc. became a parent Crown corporation.

CROWN CORPORATIONS' CORPORATE HOLDINGS

1. Atlantic Pilotage Authority

2. Atomic Energy of Canada Limited

Subsidiaries held at 100%

- AECL Technologies B.V.
- AECL Technologies Inc.

3. Bank of Canada

4. Business Development Bank of Canada

Associate held at less than 50%

- Cominco Ltd.[1]

5. Canada Council

6. Canada Deposit Insurance Corporation

7. Canada Development Investment Corporation

Subsidiaries held at 100%

- Canada Eldor Inc.
- Canada Hibernia Holding Corporation and its associate
  - Hibernia Management and Development Company Ltd. (8.5%)

8. Canada Lands Company Limited

Subsidiaries held at 100%

- 3148131 Canada Limited[2]
- Canada Lands Company CLC Limited
- Old Port of Montreal Corporation Inc.[3]
- Parc Downsview Park Inc.

9. Canada Mortgage and Housing Corporation

10. Canada Pension Plan Investment Board

11. Canada Post Corporation

Subsidiaries held at 100%

- 2875039 Canada Limited (100%) and its subsidiary
  - Purolator Holdings Ltd. (71.1%) and its subsidiaries
    - 964102 Ontario Inc. (100%)
    - Purolator Courier Ltd. (100%) and its subsidiaries
      - 3558533 Canada Inc. (100%)
      - Canadian Teleservices Corporation (100%)
      - Distribution Management Services Inc. (100%)
      - Purolator Customs Services Ltd. (100%)
      - Purolator Holdings U.S. Ltd. (100%) and its subsidiary
        - Purolator Courier U.S. Ltd. (100%)
      - Supercourier (1987) Ltd. (100%)
- 2875047 Canada Limited
- 3906949 Canada Inc. (100%) and its subsidiaries
  - Progistix-Solutions Inc. (97.37%)
  - Intelcom Courier Canada Inc. (50%)
- Canada Post International Limited

Subsidiary held at 50 - 99%

- EPO Holding Inc. (50%) and its subsidiary
  - EPO Inc. (93.1%)

Associates held at less than 50%

- Co-operative Vereniging International Post Corporation U.A. (6.1%) and its subsidiaries
  - IPC Technology S.C. (96%)
  - IPC Unipost S.C. (96%)
- Purolator Holdings Ltd. (23.5%)

12. Canadian Broadcasting Corporation

Associates held at less than 50%

- ARTV (37%)
- Cable North Microwave Limited (1 share)
- Country Canada (30 shares)
- Master FM Limited (20%)
- Visnews Limited (1 share)

13. Canadian Commercial Corporation

14. Canadian Dairy Commission

15. Canadian Film Development Corporation

16. Canadian Museum of Civilization

17. Canadian Museum of Nature

18. Canadian Race Relations Foundation

19. Canadian Tourism Commission

20. Cape Breton Development Corporation

Subsidiary held at 100%

- Cape Breton Carbofuels Limited[2]

21. Defence Construction (1951) Limited

22. Enterprise Cape Breton Corporation

Subsidiaries held at 100%

- Cape Breton Growth Fund Corporation[4]
- Cape Breton Marine Farming Limited[2]
- DARR (Cape Breton) Limited[2]
- Gulf Bras D'Or Estates Limited[2]

Associates held at less than 50%

- Bell Bay Golf Developments Incorporated
- Canadian Tennis Technology Limited
- Carol Rizzetto Realty Limited Partnership
- General Mining Building Limited
- Silver Screen Star Limited

23. Export Development Corporation

Subsidiary held at 100%

- Exinvest Inc.

24. Farm Credit Canada

25. Federal Bridge Corporation Limited, The

Subsidiaries held at 100%

- Jacques Cartier and Champlain Bridges Incorporated, The
- Seaway International Bridge Corporation, Ltd., The

Subsidiary held at 50 - 99%

- St. Mary's River Bridge Company

26. Freshwater Fish Marketing Corporation

27. Great Lakes Pilotage Authority

28. International Development Research Centre

29. Laurentian Pilotage Authority

30. Marine Atlantic Inc.

31. National Arts Centre Corporation

32. National Capital Commission

33. National Gallery of Canada

34. National Museum of Science and Technology

35. **Pacific Pilotage Authority**
36. **Public Sector Pension Investment Board**
37. **Queens Quay West Land Corporation**
38. **Ridley Terminals Inc.**[5]
39. **Royal Canadian Mint**
40. **Standards Council of Canada**
41. **VIA Rail Canada Inc.**

---

[1] Only non-voting preferred shares are held.

[2] Inactive corporation.

[3] Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation.

[4] Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed by Order in Council (P.C. 2000-1341) to report as if it were a parent Crown corporation.

[5] Upon dissolution of the Canada Ports Corporation on November 1, 2000, Ridley Terminals Inc. became a parent Crown corporation.

OTHER CORPORATE INTERESTS OF CANADA

This chapter provides information on:

- share-capital corporations partially owned by the federal government;
- corporations without share capital (for example, not-for-profit corporations) for which the government has a legal right to appoint, or approve the appointment of, at least one member to the board of directors or other governing body; and
- organizations formed pursuant to an international agreement where the federal government holds shares in the organization or has a right to appoint, or approve the appointment of, some number of members to the governing body.

For share-capital corporations, the listing shows the degree of federal ownership. For non-share-capital corporations, the listing includes fractions showing the number of federally appointed board members over the total number of board members.

The latter is intended to illustrate the degree of federal influence over an entity in cases where control cannot be expressed in terms of share ownership. Thus, in this context, a "federal appointee" may be an individual appointed by Order of the Governor in Council or by any one of a number of other mechanisms. Examples of such mechanisms may include appointment by a minister or by a Crown corporation. Federal public servants occupying board positions on an *ex officio* basis are also counted as federal appointees for these purposes.

Corporations named in this chapter are grouped as follows:[1]

Mixed Enterprises

Corporate entities whose shares are partially owned by Canada, through a minister. Private-sector parties own the remaining shares.

Joint Enterprises

Corporate entities whose shares are partially owned by Canada, through a minister. The balance of shares is owned by another level of government.

International Organizations

International organizations are corporate entities created pursuant to international agreements under which Canada holds shares or has a right to appoint or elect some number of members to a governing body.

Shared-governance Corporations

This category includes corporate entities without share capital for which Canada, either directly or through a Crown corporation, has a right pursuant to statute, articles of incorporation, letters patent, by-law or any contractual agreement (including funding or contribution agreements) to appoint or nominate one or more members to the governing body.

Corporations under the terms of the *Bankruptcy and Insolvency Act*

This group includes corporate entities whose shares are partially owned by Canada following receipt by a trustee in bankruptcy.

---

[1] This chapter does not include departmental corporations such as the Canadian Food Inspection Agency. Although they are similar to Crown corporations in that they are wholly owned by the federal government, departmental corporations are specifically excluded from the *Financial Administration Act* (FAA) definition of a "Crown corporation". Instead, departmental corporations are defined as departments under the FAA and, as such, are subject to a different accountability regime.

NUMBER OF OTHER CORPORATE INTERESTS

Year-Over-Year Comparison

Other Corporate Interests of Canada	March 31, 2001	March 31, 2000
Mixed enterprises	1	1
Joint enterprises	3	3
International organizations	18	17
Shared-governance corporations	133	133
Corporations under the terms of the *Bankruptcy and Insolvency Act*	20	20

OTHER CORPORATE INTERESTS – ADDITIONS AND DELETIONS

During the year ending March 31, 2001

Mixed Enterprises	No Additions or Deletions
Joint Enterprises	No Additions or Deletions
International Organizations	
World Anti-Doping Agency	Added
Shared-governance corporations	
Aéroport de Québec Inc.	Name changed[1]
Army Benevolent Fund	Deleted
Canadian Coordinating Office for Health Technology Assessment	Added
Foundation Jacques Gagnon Inc.	Deleted
GEAGRI	Deleted
Genome Canada	Added
Institut de commerce électronique	Deleted
Prince Edward Island Adapt Council Inc. (PEIAC)	Name changed[2]
Quartier international de Montréal	Added
Société de développement à l'exportation de la Rive-Sud de Montréal	Added
Corporations held under the terms of the Bankruptcy and Insolvency Act	No Additions or Deletions

---

[1] Name changed from Société aéroportuaire de Québec

[2] Name changed from Adaptation Development Agricultural Production Technology Council Farm Centre (ADAPT)

MIXED ENTERPRISES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End Total Assets (A) Liabilities (L) Auditor	Federal Ownership
Minister of Finance				
Petro-Canada				
To enhance shareholder's value through development, production and distribution of hydrocarbons and other types of fuel and energy.	PO Box 2844 Calgary AB T2P 3E3 (403) 296-8000	*Canada Business Corporations Act*, 1975	December 31 A = $10.13B L = $3.53B Arthur Andersen LLP	18.14%

JOINT ENTERPRISES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End Total Assets (A) Liabilities (L) Auditor	Federal Ownership
Minister of Industry and Minister responsible for Canada Economic Development				
Société du parc industriel et portuaire Québec-Sud				
To conduct the sale of the corporation's lands and to suggest an alternative solution to two levels of government on the use of the proceeds of this sale since the lands are unsuitable for an industrial infrastructure.	Bureau 303 13, rue St-Louis Lévis QC G6V 4E2 (418) 833-5925	Special act of the Quebec Government (1974)	March 31 A = $2.5M L = $0M Auditor General of Quebec	40%
Minister of Industry and of Western Economic Diversification				
North Portage Development Corporation & The Forks Renewal Corporation				
To foster the social and economic redevelopment of the North Portage area in Winnipeg.	201 - 1 Forks Market Rd. Winnipeg MB R3C 4L9 (204) 943-7752	*Manitoba Corporations Act*, 1983	March 31 A = $103.8M L = $7.4M Deloitte & Touche	33.3%
Minister of Natural Resources				
Lower Churchill Development Corporation Limited				
To establish a basis for the development of all or part of the hydroelectric potential of the Lower Churchill basin and the line transmission of this energy to markets.	PO Box 12700 St. John's NF A1B 3T5 (709) 737-1400	*Newfoundland Companies Act*, 1978	December 31 A = $30M L = $0M Ernst & Young	49%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees[1]
Minister of Canadian Heritage				
World Anti-Doping Agency				
To promote and coordinate at the international level the fight against doping in sport in all forms.	Avenue du Tribunal-Fédéral 34 1005 Lausanne Switzerland +41-21-351-02-25	Incorporated under Swiss Law as a not for profit organization, 1999	Price Waterhouse Coopers	1/34
Minister of the Environment				
International Lake Memphremagog Levels Board				
A forum for dispute resolution regarding the regulation of the levels of Lake Memphremagog in accordance with international obligations and federal and provincial legislation.	a/s EC Région du Québec Bureau 300 100, boul. Alexis-Nihon St-Laurent QC H4M 2N8 (514) 283-1628	The Board was created pursuant to an agreement between the governments of Canada and the U.S.A.	n/app*	1/2
International Lake of the Woods Control Board				
Lake of the Woods is an international boundary water. The Lake of the Woods Control Board is responsible for the regulation of levels in the Lake of the Woods and Lac Seul and flows in the Winnipeg and English Rivers downstream of these lakes to their junction, in accordance with international obligations and federal and provincial legislation.	c/o EC Environmental Conservations Branch 351 St-Joseph Blvd. Hull QC K1A 0H3 (819) 953-5475	The Board was created pursuant to Section 2 of the *Lake of the Woods Control Board Act* and is further mandated by the Canada-U.S. Boundary Waters Treaty (Convention and Protocol, 1925).	n/app	1/2

---

[1] For share-capital corporations, a percentage value represents the degree of federal ownership. For entities without share capital, a fraction shows the number of federally appointed members of the entity's board or governing body over the total number of board members.

* n/app – not applicable

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of the Environment (continued)				
International Niagara Committee				
To determine the amount of water available for the purposes of the Treaty and to record the amounts of water used for power diversions.	c/o EC Ontario Region 867 Lakeshore Rd. PO Box 5050 Burlington ON L7R 4A6 (905) 336-4713	The Niagara Diversion Treaty, 1950 as administered by the Department of Foreign Affairs and International Trade and the U.S. State Department	n/app	1/2
International Porcupine Caribou Management Board				
The Board makes recommendations and provides advice on those aspects of the conservation of the Porcupine Caribou Herd and its habitat that require international co-ordination.	c/o EC Pacific and Yukon Region Canadian Wildlife Service 91782 Alaska Hwy. Whitehorse YT Y1A 5B7 (867) 393-6700	Agreement signed by the U.S.A. and Canada on the Conservation of the Porcupine Caribou Herd, 1987	n/app	4/8
North American Commission for Environmental Co-operation – Joint Public Advisory Committee				
The Committee provides advice to the Council of the North American Commission for Environmental Co-operation on matters within the scope of the North American Agreement on Environmental Co-operation, a "side agreement" to the North American Free Trade Agreement.	Pièce 200 393, rue Saint-Jacques O Montréal QC H2Y 1N9 (514) 350-4300	The Committee was created pursuant to the North American Agreement on Environmental Co-operation	n/app	5/15

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Finance				
European Bank for Reconstruction and Development				
To develop a vibrant private sector and to help foster the transition from centrally planned economies to market economies in the new Europe.	One Exchange Square London, England EC2A 2EH 44-20-7338-6000	*European Bank for Reconstruction and Development Agreement Act*, 1991	Arthur Andersen	3.43%
International Bank for Reconstruction and Development				
To assist in the reconstruction and development of territories of member countries.	1818-H Street NW Washington, DC 20433 U.S.A. (202) 458-1122	*Bretton Woods and Related Agreements Act*, 1945	Deloitte Touche Tohmatsu (Int'l Firm)	2.87%
International Development Association				
To promote economic development, increase productivity and thus raise standards of living in the less developed areas of the world.	1818-H Street NW Washington, DC 20433 U.S.A. (202) 458-1122	Articles of Agreement, 1960, *International Development Association Act*, 1960	Deloitte Touche Tohmatsu (Int'l Firm)	2.99%
International Finance Corporation				
To further economic development by encouraging the growth of productive enterprises in member countries, supplementing the activities of the International Bank for Reconstruction and Development.	2121 Pennsylvania Ave. Washington, DC 20433 U.S.A. (202) 477-1234	Articles of Agreement; Vote 731, *Appropriation Act No. 6*, 1956	Deloitte Touche Tohmatsu (Int'l Firm)	3.45%
International Monetary Fund				
To promote economic welfare by encouraging the expansion of trade, the maintenance of orderly exchange arrangements, and the reduction of balance of payments.	700-19th St. NW Washington, DC 20431 U.S.A. (202) 623-7000	Agreement signed by member countries, 1945	Price Waterhouse Coopers	3.03%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Finance (continued)				
Multilateral Investment Guarantee Agency				
To encourage the flow of investments for productive purposes among member countries, thus supplementing the activities of the International Bank for Reconstruction and Development, the International Finance Corporation and other international development finance institutions.	1818-H Street NW Washington, DC 20433 U.S.A. (202) 473-6167	*Bretton Woods and Related Agreements Act*, 1988	Deloitte Touche Tohmatsu (Int'l Firm)	2.52%
Minister of Foreign Affairs				
African Development Bank				
To contribute to the economic development and social advancement of the member countries, individually and collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Africa.	01, PO Box 1387 Abidjan 01 Ivory Coast Africa 011-225-20-44-44	Agreement signed by member countries, 1963 and the *International Development (Financial Institutions) Continuing Assistance Act*	Deloitte & Touche; and Akintola Williams and Hussan Inc.	3.007%
Asian Development Bank				
To promote the economic and social advancement of developing country members. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Asia.	PO Box 789 1099 Manila Philippines 011-632-6005	Agreement signed by member countries, 1965 and the *International Development (Financial Institutions) Continuing Assistance Act*	Price Waterhouse Coopers	5.27%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Foreign Affairs (continued)				
Caribbean Development Bank				
To contribute to the harmonious economic growth and development of the member countries, and integration among them, having special and urgent regard to the needs of the less developed members of the region. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	PO Box 408 Wilday, St. Michael Bridgetown Barbados 1-8-246-429-3550	Agreement signed by member countries, 1969 and the *International Development (Financial Institutions) Continuing Assistance Act*	Price Waterhouse	9.50%
Inter-American Development Bank				
To contribute to the acceleration of the process of economic/social development of the regional developing member countries, individually or collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	1300 New York Ave. NW Washington, DC 20577 U.S.A. (202) 623-1000	Agreement signed by member countries, 1959 and the *International Development (Financial Institutions) Continuing Assistance Act*	Price Waterhouse	4.00%
International Boundary Commission				
To maintain the demarcation and cartographic representation of the land and water boundary between Canada and the United States, and to regulate all construction within three metres of the boundary line.	Room 571 615 Booth St. Ottawa ON K1A 0E9 (613) 995-4341	Treaty of Washington, 1908; *International Boundary Commission Act*, 1960	n/app	1/2

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Veterans Affairs				
Commonwealth War Graves Commission				
To mark and maintain graves and memorials and keep records of the members of the Forces of the Commonwealth who died in the two World Wars.	2 Marlow Rd. Maidenhead Berkshire, U.K. SL6 7DX (0628) 34221	Royal Charter, 1917	Coopers Lybrand & Deloitte	1/10

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members[2]
Minister of Agriculture and Agri-Food				
Agri-adaptation Council Inc.				
An industry-led council administers the funds allocated to Newfoundland by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 1045 308 Brookfield Road Mount Pearl NF A1N 3C9 (709) 747-4874	*Companies Act* of the Province of Newfoundland and Labrador, 1996	Deborah A. Muir CGA	1/8
Agricultural Adaptation Council				
To foster increased long-term growth, employment and competitiveness in the industry and in rural Ontario. To encourage the development of innovative technologies that will assist the Ontario industry to adapt and become more competitive in a global economy.	192 Nicklin Road Guelph ON N1H 7L5 (519) 822-7554	*Agricultural and Horticultural Organizations Act* of the Province of Ontario, 1995.	Hillson Co. LLP (Guelph)	1/15
Agriculture and Food Council of Alberta				
An industry-led council administers the funds allocated to Alberta by the federal government to promote the agri–food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Suite 402 1101-5 Street Nisku AB T9E 7N3 (780) 955-3714	*Society Act* of the Province of Alberta, 1994	Meyers Norris Penny LLP	1/27

---

[2] This fraction shows the number of federally appointed members of the entity's board or governing body over the total number of board members.

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Agriculture Institute of Management in Saskatchewan, Inc. (AIMS)				
To co-operate with the federal and provincial governments in the implementation of the Canadian Farm Business Management Program in Saskatchewan.	Room 101 15 Innovation Blvd. Saskatoon, SK S7N 2X8 (306) 975-8927	Section 4(a) of the *Department of Agriculture and Agri-Food Act*	Davies Breen & Hrynewich	1/6
Agri-Food Innovation Fund				
To support the development of emerging primary and value-added agriculture sectors by providing assistance for research, development and infrastructure needs, and to facilitate transition to a more market driven economy for the Saskatchewan agri-food industry.	Room 329 3085 Albert St. Regina SK S4S 0B1 (306) 780-8262	*The Crown Corporations Act*, 1993 (Sask.) and *The Agri-Food Innovation Act*, 1995 (Sask.)	Saskatchewan Provincial Auditor	6/12
Agri-Futures Nova Scotia				
An industry-led council administers the funds allocated to Nova Scotia by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	757 Ostrea Lake Road Musquodoboit Hbr NS B0J 2L0 (902) 889-2323	*Societies Act* of the Province of Nova Scotia, 1996	Price Waterhouse Coopers	1/9

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
British Columbia Investment Agriculture Foundation (BCIAF)				
An industry-led council administers the funds allocated to B.C. by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 8248 Victoria BC V8W 3R9 (250) 356-1662	*Society Act* of the Province of British Columbia, 1996	BDO Dunwoody LLP	1/11
Beef Industry Development Fund				
The Beef Industry Development Fund was established by federal-provincial agreement as a successor of the National Tripartite Stabilization Program for Beef. The provinces of British Columbia, Alberta, Saskatchewan, Manitoba and Ontario have contributed funds which the federal government will match to support beef industry development projects in the areas of international and domestic market development, research and training.	Canadian Cattlemen's Association 215-6715 8th Street NE Calgary AB T2E 7H7 (403) 275-8558	Federal-Provincial Agreement-National Transition Scheme for Feeder Calves, Feeder Cattle and Slaughter Cattle, *Farm Income Protection Act*	BDO Dunwoody (Calgary)	4/13
Canada-Alberta Beef Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the beef industry in Alberta.	Alberta Cattle Commission 215-6715 8th Street NE Calgary AB T2E 7H7 (403) 275-4400	Canada-Alberta Beef Industry Development Companion Agreement, *Farm Income Protection Act*	KPMG LLP	1/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Canada-Alberta Hog Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the hog industry in Alberta.	4828-89th Street Edmonton AB T6E 5K1 (780) 491-3527	Canada-Alberta Hog Industry Development Companion Agreement (April 16, 1997) and Amending Agreement (May 19, 1998), *Farm Income Protection Act*	KPMG	1/7
Canada-Alberta Sugar Beet Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the sugar beet industry in Alberta.	Alberta Sugar Beet Growers' Marketing Board 4900-50th Street Taber AB T1G 1T3 (403) 223-1110	Canada-Alberta Sugar Beet Industry Development Companion Agreement, *Farm Income Protection Act*	BDO Dunwoody LLP	1/7
Canada-Alberta Value-added Industry Development Program				
To encourage and promote research and development activities of the value-added agricultural sector in Alberta.	AVAC Ltd. Suite 220 6815-8th Street NE Calgary AB T2E 7H7 (403) 274-2774	Canada-Alberta Value-added Industry Development Program Companion Agreement, *Farm Income Protection Act*	KPMG	1/9

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Canada-Manitoba Agri-Food Research and Development Initiative				
To initiate, encourage, promote, and conduct innovative research and development projects that contribute to the economic well-being of Canada and Manitoba.	Administrator Agri-food R&D Council Manitoba Association of Agricultural Societies PO Box 72 Morris MB R0G 1K0 (204) 746-8222	Canada-Manitoba Agri-Food Research and Development Initiative Companion Agreement, *Farm Income Protection Act*	Hamilton and Asselstine, CA	6/13
Canada-Newfoundland Agri-Food Innovation Fund				
To provide financial assistance to Newfoundland farmers for the development of primary and value-added agricultural sectors in Newfoundland and Labrador.	Department of Forest Resources and Agrifoods PO Box 8700 St. John's NF A1B 4J6 (709) 729-5090	Canada-Newfoundland and Labrador Agri-Food Innovation Agreement, *Farm Income Protection Act*	Newfoundland Provincial Auditor	1/6
Canadian Farm Business Management Council (CFBMC)				
To monitor and provide guidance on the implementation of the Canadian Farm Business Management Program; promote and encourage the application of sound farm business management principles and practices; and encourage, co-ordinate and fund projects undertaken on a national, regional, multi-provincial or provincial basis.	Suite 903 75 Albert St. Ottawa ON K1P 5E7 (613) 237-9060	*Canada Corporations Act*, 1992	Deloitte & Touche	1/23

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Canadian International Grains Institute				
To promote, on a non-profit basis for the general advantage of Canada, the development, maintenance and enlargement of Canadian and international markets for Canadian grains and oilseeds and the products thereof.	Suite 1000 303 Main St. Winnipeg MB R3C 3G7 (204) 983-3289	*Canada Corporations Act*, 1972	Deloitte & Touche	3/5
Canadian Livestock Records Corporation				
To perform services for and on behalf of members of the fifty Breed Associations. To ensure the maintenance of the Breed Associations' Herd Books, and to maintain the General Stud and Herd Book.	2417 Holly Lane Ottawa ON K1V 0M7 (613) 731-7110	*Animal Pedigree Act*, 1988	Ernst & Young	1/7
Centre de développement du porc du Québec Inc.				
To promote the development and use of new technologies that could improve the quality, efficiency and profitability of the Quebec hog industry, with respect to the environment.	Bureau 340 2795, boul. Laurier Ste-Foy QC G1V 4M7 (418) 650-2440	3^{e} partie de la *Loi sur les compagnies du Québec*	Samson Bélair	1/19
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)				
To advise the Minister of Agriculture, Fisheries and Food Quebec on research and development activities to encourage dialogue in order to help the bio-food sector further the goal of sustainable development.	Direction de la recherche économique et scientifique MAPAQ 10^{e} étage 200, chemin Ste-Foy Quebec QC G1R 4X6 (418) 380-2103	Gouvernement du Québec; *Loi sur le vérificateur général*	Auditor General of Quebec	1/23

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Conseil pour le développement de l'agriculture du Québec (CDAQ)				
To administer the funds allocated to Québec by the federal government to the agriculture sector under the Canadian Adaptation and Rural Development (CARD) Fund.	555, boul. Roland-Therrien Longueuil QC J4H 3Y9 (450) 679-0530	3e partie de la *Loi sur les compagnies du Québec*, 1996	Arthur Andersen	1/9
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.				
An industry-led council administers the funds allocated to Québec by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace	Bureau 200 9001, boul. de l'Acadie Montréal QC H4N 3H7 (514) 858-2000	3e partie de la *Loi sur les compagnies du Québec*	Samson Bélair Deloitte & Touche	1/12
Manitoba Crop Diversification Centre (MCDC)				
An industry-led initiative with a mandate to identify, evaluate, demonstrate and facilitate the use of new crops, technologies and value added opportunities in a sustainable agricultural system. MCDC has three owned sites and two partnership sites representing a range of soil and climates. Much of the centre's work is carried out in co-operation with outside agencies, groups and individuals. The centre provides a variety of assistance for research and demonstration activities, including technical support and use of its facilities and land.	PO Box 309 Carberry MB R0K 0H0 (204) 834-6000	*Prairie Farm Rehabilitation Act*	Meyers, Norris, Penny Auditor General of Canada	3/9

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Manitoba Rural Adaptation Council Inc.				
An industry-led council administers the funds allocated to Manitoba by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	508-800 Portage Avenue Winnipeg MB R3G 0N4 (204) 982-4791	The *Corporation Act* of the Province of Manitoba, 1996	Meyers, Norris, Penny	2/22
New Brunswick Agricultural Council				
An industry-led council administers the funds allocated to New Brunswick by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 5001 381 Killam Dr. Moncton NB E1C 8R3 (506) 856-2633	*Companies Act* of the Province of New Brunswick, 1997	Grant Thornton LLP	1/10
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)				
To strengthen New Brunswick's rural and resource-based economy through the development, application and commercialization of biotechnology and technological innovations.	PO Box 636 Station "A" Fredericton NB E3B 5A6 (506) 444-2444	New Brunswick Biotechnology Centre of Excellence Endowment Fund Agreement, *Department of Agriculture and Agri-Food Act.* Provincially incorporated under the laws of the Province of New Brunswick, 1996	Teed, Saunders, Doyle Co. (Fredericton)	2/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Nova Scotia Apple Industry Development Fund				
To undertake activities to enhance the ability of the Nova Scotia apple industry to compete in the domestic and international marketplace.	Nova Scotia Department of Agriculture & Fisheries Harlow Institute 176 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Agreement, National Transition Scheme for Apples in Nova Scotia, Schedule B: Apple Industry Fund; *Farm Income Protection Act.*	To be appointed	2/8
Nova Scotia Research and Development for Grain and Forage				
To provide financial assistance to Nova Scotia farmers for long-term industry-supported grain and forage initiatives in Nova Scotia.	Nova Scotia Department of Agriculture & Fisheries Harlow Institute 176 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Research and Development Program for Grain and Forage Agreement, *Farm Income Protection Act.*	To be appointed	1/5
Nova Scotia Technology Development 2000				
To provide financial assistance to Nova Scotia farmers for long-term industry-supported agricultural research in Nova Scotia.	Nova Scotia Department of Agriculture & Fisheries Harlow Institute 176 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Research Technology 2000 Development Agreement, *Farm Income Protection Act.*	To be appointed	2/10

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Ontario Agriculture Training Institute (OATI)				
To co-operate with the federal and provincial governments in the implementation of the Canadian Farm Business Management Program in Ontario.	450 Speedvote Ave. W Suite 202 Guelph ON N1H 7Y6	*Corporations Act* of the Province of Ontario, 1990	Deloitte & Touche	1/17
Ontario Safety Net Research and Development Fund				
To improve the long-term competitive position and increase the diversity of the Ontario agriculture and food sector. The fund is administered by the Agricultural Adaptation Council for Ontario.	Agricultural Adaptation Council 192 Nicklin Road Guelph ON N1H 7L5 (519) 822-7554	*Agricultural and Horticultural Organizations Act*, Province of Ontario R.S.O., 1990, c. A.9. Provincially incorporated in 1995.	Hillson and Co. (Guelph)	1/15
POS Pilot Plant Corporation				
Excellence in service through dedicated staff providing bioprocessing solutions that enhance our clients' competitiveness.	118 Veterinary Rd. Saskatoon SK S7N 2R4 (306) 978-2800	*Canada Corporations Act*, 1973	KPMG	1/14
Prince Edward Island Adapt Council Inc. (PEIAC)				
An industry-led council administers the funds allocated to P.E.I. by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Room 103 420 University Ave. Charlottetown PE C1A 7Z5 (902) 368-2005	*Companies Act* of the Province of Prince Edward Island, 1997	Beaton Fitzpatrick Murray	2/11

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Saskatchewan Council for Community Development				
To support and promote community-based development. To act as a catalyst for community co-operation, empowerment and development and to offer quality programs to rural Saskatchewan communities.	Box 21038 Saskatoon SK S7H 5N9 (306) 975-6847	Section 4(a) of the *Department of Agriculture and Agri-Food Act*	Davies Breen & Hrynewich	1/7
Territorial Farmers Association NWT				
An industry-led council administers the funds allocated to the Northwest Territories by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 4386 Hay River NWT X0E 1G3 (867) 874-4706	*Societies Act* of the Territory of the North West Territories, 1984	Fraser, Matthews & Co.	1/6
Western Grains Research Foundation				
To initiate, encourage, support and conduct research into grain production and into economic and market development of grain products.	210-111 Research Drive Saskatoon SK S7N 2K4 (306) 975-0060	*Canada Corporations Act*, 1981	Price Waterhouse Coopers	1/18
Yukon Agricultural Association				
An industry-led council administers the funds allocated to Yukon Territory by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Room 202 302 Steele St PO Box 4703 Whitehorse YK Y1A 3V7 (867) 668-6864	The *Societies Act* of the Territory of the Yukon, 1974	MacKay & Partners	1/8

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage				
2001 London Alliance Canada Summer Games Host Society Inc.				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2001 Canada Games on behalf of Canada, the Province of Ontario, The London Alliance and the Canada Games Council and other complementary purposes.	3397 White Oak Rd. London ON N6E 3A1 (519) 690-2001	*The Corporations Act* (Ontario) 1997	Ernst & Young	1/10
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2003 Bathurst–Campbellton Canada Winter Games on behalf of Canada, the Province of New Brunswick and other complementary purposes.	29 Roseberry St. Campbellton Restigouche County PO Box 456 Campbellton NB E3N 3G9	*Corporate Act of New Brunswick* July 1999	To be appointed	1/22
Association for the Export of Canadian Books				
To promote the export of Canadian books. To administer the export budget for the Department of Canadian Heritage's Book Publishing Industry Development Program.	Suite 504 1 Nicholas St. Ottawa ON K1N 7B7 (613) 562-2324	*Canada Corporations Act*, 1972	Logan Katz	2/12
Calgary Olympic Development Association				
To foster the development of Canadian winter sport athletes, administer the Olympic Endowment Funds, and operate and maintain Canada Olympic Park.	88 Canada Olympic Rd. SW Calgary AB T2M 4N3 (403) 247-5416	*Society Act of Alberta*, 1979	Price Waterhouse Coopers	1/20

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
Canada Games Council				
To provide a major national multi-sport event for the best young athletes in all provinces and territories.	1600 James Naismith Drive Gloucester ON K1B 5N4 (613) 748-5799	*Canada Corporations Act*, 1991	Cloutier & Brisebois	3/14
Canadian Television Fund, The				
To assist the creation and broadcast in prime time of high-quality, culturally-significant Canadian television programs in both official languages in the genres of drama, variety, children's, documentaries and performing arts, and by both the majority and minority official-language production sectors.	5th Floor 111 Queen Street E Toronto ON M5C 1S2 (416) 214-4400 1-877-975-0766	*Canada Corporations Act*, Part II, 1996	KPMG	5/18
Centre national multisport – Montréal				
To help top-flight athletes training for the Olympic Games, world championships and other global competitions to reach their highest level of performance.	1000, rue Émile-Journeault Montréal QC H2M 2E7 (514) 872-1999	Partie 3, *Loi sur les compagnies* (Québec) 1997	Gosselin et associés	1/10
Coaching Association of Canada				
To enhance the experience of all Canadian athletes through quality coaching.	Suite 300 141 Laurier Ave. W Ottawa ON K1P 5S3 (613) 235-5000	*Canada Corporations Act*, 1971	Ouseley Hanvey Clipsham Deep	4/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
Le Consortium de télévision Québec Canada Inc. (TV5)				
Promote the French language throughout the world through a specialty television service.	Bureau 101 1755, Boul. René-Lévesque E Montreal QC H2K 4P6 (514) 522-5322	*Canada Corporations Act*, Part II, 1991	Samson Bélair Deloitte & Touche	2/16
National Sport Centre – Atlantic Canada				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	Suite 308 5516 Spring Garden Rd. Halifax NS B3J 3G6 (902) 425-5622	*Nova Scotia Act*, 1999	Deloitte & Touche	1/12
National Sport Centre – Calgary				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o Faculty of Physical Education University of Calgary 2500 University Drive NW Calgary AB T2N 1N4 (403) 220-8196	*Society Act of Alberta*, 1994	Price Waterhouse Coopers	1/12
National Sport Centre – Greater Victoria				
To create a dynamic environment for sport excellence at all levels by delivering world class coaching, quality athlete services and long-term sport development programs.	4636 Elk Drive Victoria BC V8Z 5M1 (250) 744-3583	*Society Act of B.C.*, 1988	Norgaard, Neale, Campden Ltd.	1/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
National Sport Centre – Toronto				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o Ontario Sport and Recreation Centre Suite 302 1185 Eglinton Ave. E North York ON M3C 3C6 (416) 426-7184	*Canada Corporations Act*, (Ontario) 1998	James G.A. Gibbs	1/12
National Sport Centre – Vancouver				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o Sport B.C. 509-1367 East Broadway Vancouver BC V6H 4A9 (604) 737-3024	*Society Act of BC*, 1998	Staley, Okada, Chandler & Scott	1/12
National Sport Centre – Winnipeg				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o University of Manitoba Frank Kennedy Centre Room 138 17 Dafoe Rd. Winnipeg MB R3T 2N2 (204) 474-6604	*Corporate Act of Manitoba*	Hemingway Silver	1/14
Sport Information Resource Centre				
To maintain a non-profit national sport information resource centre to serve the educational needs of those involved in the development of sport and fitness in Canada.	1600 James Naismith Drive Gloucester ON K1B 5N4 (613) 748-5658	*Canada Corporations Act*, 1987	Guindon Charron	1/5

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of the Environment				
Wildlife Habitat Canada				
To promote the conservation, restoration and enhancement of wildlife habitat in Canada in order to retain the diversity, distribution and abundance of wildlife.	Suite 200 7 Hinton Ave. N Ottawa ON K1Y 4P1 (613) 722-2090	*Canada Corporations Act*, 1984	KPMG Peat Marwick Thorne	6/10
Minister of Fisheries and Oceans				
International Fisheries Commissions Pension Society				
To arrange for and administer the provision of pensions and insurance for Canadian employees of any international fisheries commission whose seat or headquarters is established and maintained by Canada or the U.S., or both.	c/o Fisheries and Oceans 200 Kent St. Ottawa ON K1A 0E6 (613) 993-1860	*Canada Corporations Act*, 1957	Director General Corporate Review, Evaluation and Audit Directorate, Fisheries and Oceans	4/8
Minister of Foreign Affairs				
Asia-Pacific Foundation of Canada				
To develop closer ties between the peoples and institutions of Canada and the Asia-Pacific region.	Suite 666 999 Canada Place Vancouver BC V6C 3E1 (604) 684-5986	*Asia-Pacific Foundation of Canada Act*, 1984	Arthur Andersen & Company	10/17
International Centre for Human Rights and Democratic Development				
To promote and support co-operation between Canada and other countries for the purpose of developing and strengthening human rights institutions.	Suite 1100 1001, Boul. de Maisonneuve E Montréal QC H2L 4P9 (514) 283-6073	*International Centre for Human Rights and Democratic Development Act*, 1988	Auditor General of Canada	13/13

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Foreign Affairs (continued)				
Roosevelt Campobello International Park Commission				
To administer as a memorial the Roosevelt Campobello International Park.	PO Box 9 Welshpool Campobello Is. NB E0G 3H0 (506) 752-2992	*The Roosevelt Campobello International Park Commission Act*, 1964	Foster, Carpenter, Black & Co.	3/6
Minister of Health				
Canadian Centre on Substance Abuse				
To promote informed debate and increased public awareness and participation on the part of Canadians regarding alcohol and drug related issues; to disseminate information on the nature, extent and consequences of substance abuse, and to support and assist organizations involved in substance abuse treatment prevention and educational programming.	Suite 300 75 Albert St. Ottawa ON K1P 5E7 (613) 235-4048	*Canadian Centre on Substance Abuse Act*, 1988	McIntyre & McLarty	6/9
Canadian Coordinating Office for Health Technology Assessment				
To encourage the appropriate use of health technology by influencing decision makers through the collection, analysis, creation and dissemination of information concerning the effectiveness and cost of technology and its impact on health. Aim to facilitate information exchange, resource pooling and the co-ordination of priorities for health technology assessments.	110-955 Green Valley Cres. Ottawa ON K2C 3V4 (613) 226-2553	*Canada Corporations Act*, 1980	McCay Duff & Company	1/4

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Health (continued)				
Canadian Health Services Research Foundation				
To sponsor and promote applied health systems research, to enhance its quality and relevance, and to facilitate its use in evidence-based decision making by policy makers and health systems managers.	Suite 301 11 Holland Ave. Ottawa ON K1Y 4S1 (613) 728-2238	*Canada Corporations Act*, 1997	Ernst & Young LLP	3/12
Canadian Institute for Health Information				
To serve as the national mechanism to co-ordinate the development and maintenance of a comprehensive and integrated health information system in Canada; to co-ordinate the provision of accurate and timely information required for: (i) the establishment of sound health policy, (ii) the effective management of the Canadian health system, and (iii) generating public awareness about factors affecting good health.	Suite 200 377 Dalhousie St. Ottawa ON K1N 9N8 (613) 241-7860	*Canada Corporations Act*, 1995	Price Waterhouse (1997)	1/15
PARTICIPaction				
To inform Canadians about the positive benefits of physical fitness and to motivate them to adopt healthy, physically active lifestyles. To promote fitness through participation in sport and physical recreation.	Suite 220 40 Dundas St. W Toronto ON M5G 2C2 (416) 977-7467	*Canada Corporations Act*, 1971	KPMG Peat Marwick Thorne	1/20

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Health (continued)				
Terry Fox Humanitarian Award Inc.				
To encourage Canadian youth to seek high ideals as represented by Terry Fox by granting commemorative scholarships for the pursuit of higher education; to establish, maintain and manage an endowment fund.	c/o Simon Fraser University Burnaby BC V5A 1S6 (604) 291-3057	*Canada Corporations Act*, 1980	Ouseley Hanvey Clipsham Deep	3/12
Minister of Human Resources Development and Minister of Finance				
Canada Millennium Scholarship Foundation				
To grant scholarships to students who are in financial need and who demonstrate merit in order to improve access to post-secondary education.	Suite 800 1000 Sherbrooke St. W Montreal QC H3A 3R2	*Budget Implementation Act*, 1998	Ernst & Young LLP	6/15
Minister of Indian Affairs and Northern Development				
Northern Native Fishing Corporation				
To preserve a fleet of fishing vessels and related licences for the long-term benefit of native fishers, and to foster their development as independent business operators.	Site 19, Comp. 45 RR 3 Station Main Kitsum Kalum Reserve Terrace BC V8G 4R6 (250) 638-0986	*British Columbia Companies Act*, 1982	Carlyle Shepherd & Co.	1/7
Minister of Industry				
Canada Foundation for Innovation				
To strengthen Canadian capability for research by committing funds to the development of research infrastructure in Canada.	350 Albert St. PO Box 77 Ottawa ON K1R 1A4 (613) 947-6496	*Budget Implementation Act*, 1997	Ernst & Young	7/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry (continued)				
Genome Canada				
To support a national genomic research initiative for the benefit of Canadians.	9th floor 155 Queen Street Ottawa ON K1P 6L1 (613) 751-4460	*Canada Corporations Act* Part II, 2000	To be appointed	4/14
Minister of Industry and Minister Responsible for Canada Economic Development				
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)				
To foster the entrepreneurial spirit and the creation of businesses among students, graduates and the entire personnel of the UQAC, and to support the development activities of other institutions of higher learning in the region.	555, boul. de l'Université Chicoutimi QC G7H 2B1	*Loi sur les compagnies du Québec*, 1998	Raymond Chabot Grant Thornton	1/11
Corporation Camp Spatial Canada				
To manage the Cosmodome, a complex dedicated to science, museology and tourism.	2150, Autoroute des Laurentides Laval QC H7T 2T8	*Canada Corporations Act*, 1991	Samson Bélair Deloitte et Touche	2/15
Fondation du maire de Montréal pour la Jeunesse				
To assist young disadvantaged Montrealers who are contributing to Montreal's economic development by starting their own businesses.	Bureau 800 385 rue Sherbrooke E Montréal QC H2X 1E3 (514) 872-8401	*Loi sur les compagnies du Québec*, 1995	Raymond Chabot Grant Thornton	1/17
Fonds de développement-emploi Montréal				
To promote the economic development of Montreal by providing capital funding to small local businesses through a capital investment fund.	Bureau 100 5703, rue Sherbrooke E Montréal QC H1N 3M1	*Loi sur les compagnies du Québec*, 1988	Harel Drouin Gallant Dupuis	1/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry and Minister Responsible for Canada Economic Development (continued)				
Fonds d'investissement et de développement de l'emploi dans les quartiers centraux de Québec (FIDE) Inc.				
To promote the economic development of the most disadvantaged areas of Québec City by providing capital funding to small local businesses through a capital investment fund.	Bureau 190 155, boul. Charest Québec QC G1K 3G6 (418) 525-7771	*Loi sur les compagnies du Québec*, 1996	Le Vérificateur de la Ville de Québec	1/10
Montréal International				
To promote the Greater Montreal area at an international level.	Bureau 3200 380, rue Saint-Antoine O Montréal QC H2Y 3X7	*Loi sur les compagnies du Québec*, 1996	Raymond Chabot Grant Thornton	1/27
Quartier International de Montréal				
To consolidate Montreal's role as the major Canadian host to international organizations through the redevelopment of this city district.	Bureau 350 393, rue Saint-Jacques Montréal QC H2Y 1N9	*Loi sur les compagnies du Québec*, 1999	Raymond Chabot Grant Thornton	1/5
Société de développement à l'exportation de La Rive-Sud de Montréal				
Offer export counselling and advice to businesses located on the territory of the CLD's of Champlain, La Jemmerais and La Vallée-du-Richelieu.	Bureau 100 1000, rue de Sérigny Longueuil QC J4K 5B1 (450) 674-2839	*Loi sur les compagnies du Québec*, Partie III, 1988	Faucher Daviault	2/9
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.				
To support the launching and development of aquacultural enterprises in the Gaspé Peninsula, Bas-Saint-Laurent, the Îles-de-la-Madeleine and on the North Shore.	B.P. 310 153, rue de la Reine Gaspé QC G4X 1T5	*Loi sur les compagnies du Québec*, 1998	Eric Duguay C.A.	2/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources				
Canada-Newfoundland Offshore Petroleum Board				
To administer the relevant provisions of the *Canada-Newfoundland Atlantic Accord Implementation Act* as enacted by the Parliament of Canada and the Legislature of Newfoundland and Labrador. The Board is funded by equal contributions from both the federal and provincial governments.	TD Place 5th Floor 140 Water St. St. John's NF A1C 6H6 (709) 778-1400	The *Canada-Newfoundland Atlantic Accord Implementation Act*, 1987	Deloitte & Touche	3/7
Canada-Nova Scotia Offshore Petroleum Board				
To administer the relevant provisions of the *Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act* as enacted by the Parliament of Canada and the Legislature of Nova Scotia. The Board is funded by both the federal and provincial governments with equal contributions.	TD Centre 6th Floor 1791 Barrington St. Halifax NS B3N 3K9 (902) 422-5588	The *Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act*, 1988	Deloitte & Touche	2/5
Canada's Climate Change Voluntary Challenge and Registry				
To provide the means for promoting and recognizing the effectiveness of the voluntary approach in addressing Canada's climate change objectives.	Suite 600 170 Laurier Ave. W Ottawa ON K1P 5V5 (613) 565-5151	*Canada Corporations Act*, 1997	McCay Duff & Co.	2/18

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources (continued)				
Canadian Energy Research Institute				
To undertake independent, high quality economic research on energy and related environmental issues and policies in order to assist Canadian business and government organizations.	#150 3512-33 St. NW Calgary AB T2L 2A6 (403) 282-1231	*Alberta Societies Act* (October 15, 1996) & *Canada Corporations Act*, 1998	Joe Benaschak, CA	6/26
Canadian Wheat Board, The				
To market wheat and barley grown in Western Canada in the best interests of Western Canada's grain producers; and to administer the *Prairie Grain Advance Payments Act.*	423 Main Street PO Box 816, Station Main Winnipeg MB R3C 2P5 (204) 983-0239	*Canadian Wheat Board Act*, 1935 and amendments to the *Canadian Wheat Board Act*, 1998	Deloitte & Touche	5/15
Forest Engineering Research Institute of Canada				
To conduct research and development aimed at improving the efficiency of operations relating to the harvesting and transportation of wood and to improving the equipment used for silvicultural and private woodlots forestry of Canada.	580, boul. Saint-Jean Pointe-Claire QC H3R 3J9 (514) 694-1140	*Canada Corporations Act*, 1976	Samson Bélair Deloitte & Touche	3/22
Forintek Canada Corporation				
To be the leading force in the technological advancement of the Canadian wood products industry, through creation and implementation of innovative concepts, processes, products, and education programs.	University of British Columbia 2665 East Mall Vancouver BC V6T 1W5 (604) 224-3221	*Canada Corporations Act*, 1979	Coopers & Lybrand	2/26

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources (continued)				
Maritime Forestry Complex Corporation				
To establish a Maritime Provinces Regional Forestry Complex.	Hugh John Flemming Forestry Centre 1350 Regent Fredericton NB E3C 2G6 (506) 452-6950	*Maritime Forestry Complex Corporations Act*, New Brunswick, 1980	Deloitte & Touche	3/10
Pulp and Paper Research Institute of Canada				
To enhance the technical competitiveness of its member companies through activities that support and supplement their own research and technical efforts.	570, boul. Saint-Jean Pointe-Claire QC H9R 3J9 (514) 630-4100	*Canada Companies Act*, 1950	Samson Bélair Deloitte & Touche	2/22
Tree Canada Foundation				
To promote public awareness and education regarding Canada's forests, to provide leadership and community action in building the conservation ethic in Canada and in co-ordinating actions and soliciting co-operation and funding, in support of urban and rural tree planting.	Suite 1550 220 Laurier Ave. W Ottawa ON K1P 5Z9 (613) 567-5545	*Canada Corporations Act*, 1991	KPMG Peat Marwick Thorne	5/11
Minister of Transport				
Blue Water Bridge Authority				
To acquire, hold, operate, maintain, repair and add to the Canadian portion of the Blue Water Bridge between Point Edward, Ontario and Port Huron, Michigan.	1 Bridge St. Point Edward ON N7V 4J5 (519) 336-2720	*Blue Water Bridge Authority Act*, 1964	Deloitte & Touche	4/4

SHARED-GOVERNANCE CORPORATIONS

Minister of Transport (continued)

Buffalo and Fort Erie Public Bridge Authority

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
To construct, maintain and operate the Peace Bridge between Buffalo, New York and Fort Erie, Ontario.	Suite 232 10 Queen St. Fort Erie ON L2A 6M4 (905) 871-1608	*An Act respecting the Buffalo and Fort Erie Public Bridge Company*, 1934	Ernst & Young	5/10

CANADA PORT AUTHORITIES

To manage the marine infrastructure and services in a commercial manner that encourages, and takes into account, input from users and the community in which the port is located.

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Belledune Port Authority	261 Shannon Drive Belledune NB E8G 2W1	*Canada Marine Act*, 1999	Grant Thornton	5/7
Fraser River Port Authority	500-713 Columbia St. New Westminster BC V3M 1B2	*Canada Marine Act*, 1999	Grant Thornton	5/7
Halifax Port Authority	Pier 19 1215 Marginal Rd. PO Box 336 Halifax NS B3J 2P6	*Canada Marine Act*, 1999	Grant Thornton	5/7
Montreal Port Authority	Port of Montreal Building, Wing #1 Cité du Havre Montreal QC H3C 3R5	*Canada Marine Act*, 1999	Samson Bélair Deloitte & Touche	5/7
Nanaimo Port Authority	104 Front St. PO Box 131 Nanaimo BC V9R 5K4	*Canada Marine Act*, 1999	Bestwick & Partners	5/7
North Fraser Port Authority	2020 Airport Road N Richmond BC V7B 1C6	*Canada Marine Act*, 1999	BDO Dunwoody	5/7
Port Alberni Port Authority	2750 Harbour Road Port Alberni BC V9Y 7X2	*Canada Marine Act*, 1999	Hill Lacoursière & Mollon	5/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADA PORT AUTHORITIES *(continued)*				
Prince Rupert Port Authority	110 Third Avenue W Prince Rupert BC V8J 1K8	*Canada Marine Act*, 1999	KPMG	5/7
Quebec Port Authority	150 Dalhousie St. PO Box 2268 Québec QC G1K 7P7	*Canada Marine Act*, 1999	Arthur Anderson	5/7
Saguenay Port Authority	6600, chemin du Terminal Ville de La Baie QC G7B 3N9	*Canada Marine Act*, 1999	Samson Bélair Deloitte & Touche	5/7
Saint John Port Authority	5th Floor 133 Prince William St. Saint John NB E2L 2B5	*Canada Marine Act*, 1999	Ernst & Young	5/7
Sept-Îles Port Authority	1, quai Mgr-Blanche Sept-Îles QC G4R 5P3	*Canada Marine Act*, 1999	Mallette Maheu	5/7
St. John's Port Authority	1 Water St. PO Box 6178 St. John's NF A1C 5X8	*Canada Marine Act*, 1999	Grant Thornton	5/7
Thunder Bay Port Authority	100 Main St. Thunder Bay ON P7B 6R9	*Canada Marine Act*, 1999	BDO Dunwoody	5/7
Toronto Port Authority	60 Harbour St. Toronto ON M5J 1B7	*Canada Marine Act*, 1999	Deloitte & Touche	5/7
Trois-Rivières Port Authority	1545, rue du Fleuve Bureau 300 Trois-Rivières QC G9A 5K2	*Canada Marine Act*, 1999	Morin Cadieux Matteau Normand	5/7
Vancouver Port Authority	1900-200 Granville St. Vancouver BC V6C 2P9	*Canada Marine Act*, 1999	KPMG	6/9

SHARED-GOVERNANCE CORPORATIONS

Minister of Transport (continued)

CANADA PORT AUTHORITIES *(continued)*

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Windsor Port Authority	502-251 Goyeau St. Windsor ON N9A 6V2	*Canada Marine Act*, 1999	Collins Barrow	5/7

CANADIAN AIRPORT AUTHORITIES

The mandate of a Canadian Airport Authority is to manage, operate and develop the airport(s) for which it is responsible in a safe, secure, efficient, cost effective and financially viable manner with reasonable airport user charges and equitable access to all air carriers; to undertake and promote the development of the airport lands for which it is responsible for uses compatible with air transportation activities; and to expand transportation facilities and generate economic activity in ways that are compatible with air transportation activities. The date of the official transfer of operational, managerial and developmental control of the airport(s) concerned from Transport Canada to the Airport Authority generally occurs one or more years after the year in which the Authority was incorporated.

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Aéroport de Québec Inc.	Pièce 600 6^e Ave Aéroport international Jean-Lesage 500 rue Principale Sainte-Foy QC G2G 2T9	*Canada Corporations Act*, Part II, 1996	Price Waterhouse Coopers	3/16
Calgary Airport Authority	Calgary International Airport 2000 Airport Rd. NE Calgary AB T2E 6W5	*Regional Airports Authority Act* (Alberta), 1990	Price Waterhouse Coopers LLP	2/17
Charlottetown Airport Authority Inc.	Suite 132 250 Maple Hills Ave. Charlottetown PE C1C 1N2	*Canada Corporations Act*, Part II, 1996	Grant Thornton	3/12
Edmonton Regional Airports Authority	PO Box 9860 Edmonton AB T5J 2T2	*Regional Airports Authority Act* (Alberta), 1990	KPMG	2/15
Gander International Airport Authority Inc.	PO Box 392 Gander NF A1V 1W8	*Canada Corporations Act*, Part II, 1996	To be appointed	3/16

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADIAN AIRPORT AUTHORITIES (*continued*)				
Greater Fredericton Airports Authority Inc.	Unit 22 2570 Highway 102, Lincoln NB E3B 9G1	*Canada Corporations Act*, Part II, 1996	To be appointed	3/12
Greater London International Airport Authority	1750 Grumlin Road London ON N5V 3B6	*Canada Corporations Act*, Part II, 1995	Ernst & Young	2/15
Greater Moncton Airport Authority Inc.	Unit 12 1575 Champlain St. Dieppe NB E1A 7P5	*Canada Corporations Act*, Part II, 1995	Grant Thornton	3/13
Greater Toronto Airports Authority	PO Box 6031 Toronto AMF ON L5P 1B2	*Canada Corporations Act*, Part II, 1993	Deloitte & Touche	2/15
Halifax International Airport Authority	PO Box 40 Elmsdale NS B0N 1M0	*Canada Corporations Act*, Part II, 1995	To be appointed	2/15
Ottawa Macdonald-Cartier International Airport Authority	50 Airport Rd. Gloucester ON K1V 9B4	*Canada Corporations Act*, Part II, 1995	Deloitte & Touche	2/15
Regina Airport Authority	1-5201 Regina Ave. Regina SK S4W 1B3	*Canada Corporations Act*, Part II, 1997	Ernst & Young	2/15
Saint John Airport Inc.	4180 Loch Lomond Road Saint John NB E2N 1L7	Incorporated provincially, 1997	Price Waterhouse Coopers	3/12
Saskatoon Airport Authority	Suite 1 2625 Airport Drive Saskatoon SK S7L 7L1	*Canada Corporations Act*, Part II, 1995	Deloitte & Touche	2/15
St. John's International Airport Authority	Unit 301 38 Pearson St. St. John's NF A1A 3R1	*Canada Corporations Act*, Part II, 1996	KPMG	2/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADIAN AIRPORT AUTHORITIES (*continued*)				
Thunder Bay International Airports Authority Inc.	Thunder Bay Airport 340-100 Princess St. Thunder Bay ON P7E 6S2	*Canada Corporations Act*, Part II, 1995	Ernst & Young	2/9
Vancouver International Airport Authority	PO Box 23750 Airport Postal Outlet Richmond BC V7B 1Y7	*Canada Corporations Act*, Part II, 1990	KPMG	2/15
Victoria Airport Authority	1640 Electra Blvd. PO Box 201 Sydney BC V8L 5V4	*Canada Corporations Act*, Part II, 1995	KPMG	2/15
Winnipeg Airports Authority Inc.	Admin. Bldg. Suite 249 2000 Wellington Ave. Winnipeg MB R3H 1C2	*Canada Corporations Act*, Part II, 1993	KPMG	2/15
HARBOUR COMMISSIONS				
To manage and control the harbour and the works and property therein under its jurisdiction. To develop the port and act as a catalyst in the utilization of port facilities in furthering trade nationally and internationally.				
Hamilton Harbour Commissioners, The	605 James St. N Hamilton ON L8L 1K1 (905) 525-4330	*Hamilton Harbour Commissioners' Act*, 1957	Price Waterhouse Coopers	2/3
Oshawa Harbour Commission	1050 Farewell St. Oshawa ON L1H 6N6 (905) 576-0400	*Harbour Commissions Act*, 1985	Deloitte & Touche	2/3
NAV CANADA				
To acquire, own, manage, operate and develop the Canadian civil air navigation system in a safe, secure, efficient and cost-effective manner.	77 Metcalfe St. Ottawa ON K1P 5L6	*Canada Corporations Act*, Part II, 1996 *Civil Air Navigation Services Commercialization Act*, 1996	KPMG	3/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
Saint John Harbour Bridge Authority				
To construct a bridge across the Harbour of Saint John, to enter into agreements respecting the financing, construction and financial operation of the bridge, and to collect tolls and other charges for the operation and maintenance of the bridge.	PO Box 3728 Station B West Saint John NB E2M 5C1 (506) 635-1320	An Act to establish a Harbour Bridge Authority in the City of Saint John, 1962	Deloitte & Touche	1/7
St. Lawrence Seaway Management Corporation				
To manage and operate the St. Lawrence Seaway pursuant to a management agreement entered into between the St. Lawrence Seaway Management Corporation and Her Majesty the Queen.	202 Pitt St. Cornwall ON K6J 3P7	*Canada Corporations Act*, Part II, 1998	Deloitte & Touche	1/9
Minister of Veterans Affairs				
Last Post Fund				
To ensure the provision of a dignified funeral and burial to eligible war veterans.	Pièce 916 685, rue Cathcart Montréal QC H3B 1M7 (514) 866-2727	Federal Charter, 1921	Consulting and Audit Canada	1/15
Prime Minister				
Nature Trust of British Columbia, The				
To purchase and preserve ecologically important parcels of land in B.C.	808-100 Park Royal S West Vancouver BC V7T 1A2 (604) 925-1128	*Canada Corporations Act*, 1971	KPMG Peat Marwick Thorne	1/11

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Prime Minister (continued)				
Vanier Institute of the Family, The				
To promote the spiritual and material well-being of Canadian families and to study their social, physical, mental, moral and financial environment and characteristics.	94 Centrepointe Drive Nepean ON K2G 6B1 (613) 228-8500	*Canada Business Corporations Act*, 1965	McCay Duff & Company	2/18

BANKRUPTCY AND INSOLVENCY ACT

The Superintendent of Bankruptcy has received shares in the following corporations from the trustee pursuant to the *Bankruptcy and Insolvency Act*:

1. 574994 British Columbia Ltd.
2. Amertek Inc.
3. Autoskill International Inc.
4. Bugaboos Eyewear Corporation
5. Canadian Manoir
6. Caoutech
7. Carvern International Industries Ltd.
8. Colby Resources Inc.
9. Cosem Newrostim Ltée
10. Data Trax Systems Ltd.
11. Goldenhill Cattle Company Ltd.
12. Groupe Immobilier Grilli Inc.
13. InterUnion Financial Corporation
14. Kenloch Distillers Ltd.
15. Les laboratoires Quelab Inc.
16. Madison Partners Limited
17. Omnitech Migration International Inc.
18. Sitraco Inc.
19. The Vivant Group Inc.
20. Unibex Inc.

LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA

LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA[1] BY MINISTERIAL PORTFOLIO

Name of Corporation	Category
Agriculture and Agri-Food	
Agri-adaptation Council Inc.	Shared-governance Corporation
Agricultural Adaptation Council	Shared-governance Corporation
Agriculture and Food Council of Alberta	Shared-governance Corporation
Agriculture Institute of Management in Saskatchewan, Inc. (AIMS)	Shared-governance Corporation
Agri-Food Innovation Fund	Shared-governance Corporation
Agri-Futures Nova Scotia	Shared-governance Corporation
Beef Industry Development Fund	Shared-governance Corporation
British Columbia Investment Agriculture Foundation (BCIAF)	Shared-governance Corporation
Canada-Alberta Beef Industry Development Fund	Shared-governance Corporation
Canada-Alberta Hog Industry Development Fund	Shared-governance Corporation
Canada-Alberta Sugar Beet Industry Development Fund	Shared-governance Corporation
Canada-Alberta Value-added Industry Development Program	Shared-governance Corporation
Canada-Manitoba Agri-Food Research and Development Initiative	Shared-governance Corporation
Canada-Newfoundland Agri-Food Innovation Fund	Shared-governance Corporation
Canadian Dairy Commission	Parent Crown Corporation
Canadian Farm Business Management Council (CFBMC)	Shared-governance Corporation
Canadian International Grains Institute	Shared-governance Corporation
Canadian Livestock Records Corporation	Shared-governance Corporation
Centre de développement du porc du Québec Inc.	Shared-governance Corporation
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)	Shared-governance Corporation
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Shared-governance Corporation
Farm Credit Canada	Parent Crown Corporation
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.	Shared-governance Corporation
Manitoba Crop Diversification Centre (MCDC)	Shared-governance Corporation
Manitoba Rural Adaptation Council Inc.	Shared-governance Corporation

---

[1] Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.

Name of Corporation	Category
New Brunswick Agricultural Council	Shared-governance Corporation
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Shared-governance Corporation
Nova Scotia Apple Industry Development Fund	Shared-governance Corporation
Nova Scotia Research and Development for Grain and Forage	Shared-governance Corporation
Nova Scotia Technology Development 2000	Shared-governance Corporation
Ontario Agriculture Training Institute (OATI)	Shared-governance Corporation
Ontario Safety Net Research and Development Fund	Shared-governance Corporation
POS Pilot Plant Corporation	Shared-governance Corporation
Prince Edward Island Adapt Council Inc. (PEIAC)	Shared-governance Corporation
Saskatchewan Council for Community Development	Shared-governance Corporation
Territorial Farmers Association NWT	Shared-governance Corporation
Western Grains Research Foundation	Shared-governance Corporation
Yukon Agricultural Association	Shared-governance Corporation
Canadian Heritage	
2001 London Alliance Canada Summer Games Host Society Inc.	Shared-governance Corporation
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.	Shared-governance Corporation
ARTV	Associate of the Canadian Broadcasting Corporation
Association for the Export of Canadian Books	Shared-governance Corporation
Cable North Microwave Limited	Associate of the Canadian Broadcasting Corporation
Calgary Olympic Development Association	Shared-governance Corporation
Canada Council	Parent Crown Corporation
Canada Games Council	Shared-governance Corporation
Canadian Broadcasting Corporation	Parent Crown Corporation
Canadian Film Development Corporation	Parent Crown Corporation
Canadian Museum of Civilization	Parent Crown Corporation
Canadian Museum of Nature	Parent Crown Corporation
Canadian Race Relations Foundation	Parent Crown Corporation
Canadian Television Fund, The	Shared-governance Corporation
Centre national multisport – Montréal	Shared-governance Corporation
Coaching Association of Canada	Shared-governance Corporation
Country Canada	Associate of the Canadian Broadcasting Corporation
Le Consortium de télévision Québec Canada Inc. (TV5)	Shared-governance Corporation

Name of Corporation	Category
Master FM Limited	Associate of the Canadian Broadcasting Corporation
National Arts Centre Corporation	Parent Crown Corporation
National Capital Commission	Parent Crown Corporation
National Gallery of Canada	Parent Crown Corporation
National Museum of Science and Technology	Parent Crown Corporation
National Sport Centre – Atlantic Canada	Shared-governance Corporation
National Sport Centre – Calgary	Shared-governance Corporation
National Sport Centre – Greater Victoria	Shared-governance Corporation
National Sport Centre – Toronto	Shared-governance Corporation
National Sport Centre – Vancouver	Shared-governance Corporation
National Sport Centre – Winnipeg	Shared-governance Corporation
Sport Information Resource Centre	Shared-governance Corporation
Visnews Limited	Associate of the Canadian Broadcasting Corporation
World Anti-Doping Agency	International Organization
Environment	
International Lake Memphremagog Levels Board	International Organization
International Lake of the Woods Control Board	International Organization
International Niagara Committee	International Organization
International Porcupine Caribou Management Board	International Organization
North American Commission for Environmental Co-operation – Joint Public Advisory Committee	International Organization
Wildlife Habitat Canada	Shared-governance Corporation
Finance	
Bank of Canada	Parent Crown Corporation
Canada Deposit Insurance Corporation	Parent Crown Corporation
Canada Development Investment Corporation	Parent Crown Corporation
Canada Eldor Inc.	Subsidiary of Canada Development Investment Corporation
Canada Hibernia Holding Corporation	Subsidiary of Canada Development Investment Corporation
Canada Pension Plan Investment Board	Parent Crown Corporation
European Bank for Reconstruction and Development	International Organization
Hibernia Management and Development Company Ltd.	Associate of Canada Hibernia Holding Corporation
International Bank for Reconstruction and Development	International Organization
International Development Association	International Organization

Name of Corporation	Category
International Finance Corporation	International Organization
International Monetary Fund	International Organization
Multilateral Investment Guarantee Agency	International Organization
Petro-Canada	Mixed Enterprise
Fisheries and Oceans	
Freshwater Fish Marketing Corporation	Parent Crown Corporation
International Fisheries Commissions Pension Society	Shared-governance Corporation
Foreign Affairs	
African Development Bank	International Organization
Asia-Pacific Foundation of Canada	Shared-governance Corporation
Asian Development Bank	International Organization
Caribbean Development Bank	International Organization
Inter-American Development Bank	International Organization
International Boundary Commission	International Organization
International Centre for Human Rights and Democratic Development	Shared-governance Corporation
International Development Research Centre	Parent Crown Corporation
Roosevelt Campobello International Park Commission	Shared-governance Corporation
Health	
Canadian Centre on Substance Abuse	Shared-governance Corporation
Canadian Coordinating Office for Health Technology Assessment	Shared-governance Corporation
Canadian Health Services Research Foundation	Shared-governance Corporation
Canadian Institute for Health Information	Shared-governance Corporation
PARTICIPaction	Shared-governance Corporation
Terry Fox Humanitarian Award Inc.	Shared-governance Corporation
Human Resources Development / Finance	
Canada Millennium Scholarship Foundation	Shared-governance Corporation
Indian Affairs and Northern Development	
Northern Native Fishing Corporation	Shared-governance Corporation
Industry	
Bell Bay Golf Developments Incorporated	Associate of Enterprise Cape Breton Corporation
Business Development Bank of Canada	Parent Crown Corporation
Canada Foundation for Innovation	Shared-governance Corporation
Canadian Tennis Technology Limited	Associate of Enterprise Cape Breton Corporation
Canadian Tourism Commission	Parent Crown Corporation

Name of Corporation	Category
Cape Breton Growth Fund Corporation	Subsidiary of Enterprise Cape Breton Corporation; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*
Cape Breton Marine Farming Limited	Subsidiary of Enterprise Cape Breton Corporation
Carol Rizzetto Realty Limited Partnership	Associate of Enterprise Cape Breton Corporation
Cominco Ltd.	Associate of Business Development Bank of Canada
DARR (Cape Breton) Limited	Subsidiary of Enterprise Cape Breton Corporation
Enterprise Cape Breton Corporation	Parent Crown Corporation
General Mining Building Limited	Associate of Enterprise Cape Breton Corporation
Genome Canada	Shared-governance Corporation
Gulf Bras D'Or Estates Limited	Subsidiary of Enterprise Cape Breton Corporation
Silver Screen Star Limited	Associate of Enterprise Cape Breton Corporation
Standards Council of Canada	Parent Crown Corporation
Industry (Canada Economic Development)	
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)	Shared-governance Corporation
Corporation Camp Spatial Canada	Shared-governance Corporation
Fondation du maire de Montréal pour la Jeunesse	Shared-governance Corporation
Fonds de développement-emploi Montréal	Shared-governance Corporation
Fonds d'investissement et de développement de l'emploi dans les quartiers centraux de Québec (FIDE) Inc.	Shared-governance Corporation
Montréal International	Shared-governance Corporation
Quartier International de Montréal	Shared-governance Corporation
Société de développement à l'exportation de La Rive-Sud de Montréal	Shared-governance Corporation
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.	Shared-governance Corporation
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise
Industry (Western Economic Diversification)	
North Portage Development Corporation & The Forks Renewal Corporation	Joint Enterprise

Name of Corporation	Category
International Trade	
Canadian Commercial Corporation	Parent Crown Corporation
Exinvest Inc.	Subsidiary of Export Development Corporation
Export Development Corporation	Parent Crown Corporation
Natural Resources	
AECL Technologies B.V.	Subsidiary of Atomic Energy of Canada Limited
AECL Technologies Inc.	Subsidiary of Atomic Energy of Canada Limited
Atomic Energy of Canada Limited	Parent Crown Corporation
Canada-Newfoundland Offshore Petroleum Board	Shared-governance Corporation
Canada-Nova Scotia Offshore Petroleum Board	Shared-governance Corporation
Canada's Climate Change Voluntary Challenge and Registry	Shared-governance Corporation
Canadian Energy Research Institute	Shared-governance Corporation
Canadian Wheat Board, The	Shared-governance Corporation
Cape Breton Carbofuels Limited	Subsidiary of Cape Breton Development Corporation
Cape Breton Development Corporation	Parent Crown Corporation
Forest Engineering Research Institute of Canada	Shared-governance Corporation
Forintek Canada Corporation	Shared-governance Corporation
Lower Churchill Development Corporation Limited	Joint Enterprise
Maritime Forestry Complex Corporation	Shared-governance Corporation
Pulp and Paper Research Institute of Canada	Shared-governance Corporation
Tree Canada Foundation	Shared-governance Corporation
Prime Minister	
Nature Trust of British Columbia, The	Shared-governance Corporation
Vanier Institute of the Family, The	Shared-governance Corporation
Public Works and Government Services	
2875039 Canada Limited	Subsidiary of Canada Post Corporation
2875047 Canada Limited	Subsidiary of Canada Post Corporation
3148131 Canada Limited	Subsidiary of Canada Lands Company Limited
3558533 Canada Inc.	Subsidiary of Purolator Courier Ltd.
3906949 Canada Inc.	Subsidiary of Canada Post Corporation

Name of Corporation	Category
964102 Ontario Inc.	Subsidiary of Purolator Holdings Ltd.
Canada Lands Company CLC Limited	Subsidiary of Canada Lands Company Limited
Canada Lands Company Limited	Parent Crown Corporation
Canada Mortgage and Housing Corporation	Parent Crown Corporation
Canada Post Corporation	Parent Crown Corporation
Canada Post International Limited	Subsidiary of Canada Post Corporation
Canadian Teleservices Corporation	Subsidiary of Purolator Courier Ltd.
Co-operative Vereniging International Post Corporation U.A.	Associate of Canada Post Corporation
Defence Construction (1951) Limited	Parent Crown Corporation
Distribution Management Services Inc.	Subsidiary of Purolator Courier Ltd.
EPO Holding Inc.	Subsidiary of Canada Post Corporation
EPO Inc.	Subsidiary of EPO Holding Inc.
Intelcom Courier Canada Inc.	Subsidiary of 3906949 Canada Inc.
IPC Technology S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.
IPC Unipost S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.
Old Port of Montreal Corporation Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*.
Parc Downsview Park Inc.	Subsidiary of Canada Lands Company Limited
Progistix–Solutions Inc.	Subsidiary of 3906949 Canada Inc.
Purolator Courier Ltd.	Subsidiary of Purolator Holdings Ltd.
Purolator Courier U.S. Ltd.	Subsidiary of Purolator Holdings U.S. Ltd.

Name of Corporation	Category
Purolator Customs Services Ltd.	Subsidiary of Purolator Courier Ltd.
Purolator Holdings Ltd.	Associate of Canada Post Corporation; subsidiary of 2875039 Canada Limited
Purolator Holdings U.S. Ltd.	Subsidiary of Purolator Courier Ltd.
Queens Quay West Land Corporation	Parent Crown Corporation
Royal Canadian Mint	Parent Crown Corporation
Supercourier (1987) Ltd.	Subsidiary of Purolator Courier Ltd.
Transport	
Aéroport de Québec Inc.	Shared-governance Corporation
Atlantic Pilotage Authority	Parent Crown Corporation
Belledune Port Authority	Shared-governance Corporation
Blue Water Bridge Authority	Shared-governance Corporation
Buffalo and Fort Erie Public Bridge Authority	Shared-governance Corporation
Calgary Airport Authority	Shared-governance Corporation
Charlottetown Airport Authority Inc.	Shared-governance Corporation
Edmonton Regional Airports Authority	Shared-governance Corporation
Federal Bridge Corporation Limited, The	Parent Crown Corporation
Fraser River Port Authority	Shared-governance Corporation
Gander International Airport Authority Inc.	Shared-governance Corporation
Great Lakes Pilotage Authority	Parent Crown Corporation
Greater Fredericton Airports Authority Inc.	Shared-governance Corporation
Greater London International Airport Authority	Shared-governance Corporation
Greater Moncton Airport Authority Inc.	Shared-governance Corporation
Greater Toronto Airports Authority	Shared-governance Corporation
Halifax International Airport Authority	Shared-governance Corporation
Halifax Port Authority	Shared-governance Corporation
Hamilton Harbour Commissioners, The	Shared-governance Corporation
Jacques Cartier and Champlain Bridges Incorporated, The	Subsidiary of The Federal Bridge Corporation Limited
Laurentian Pilotage Authority	Parent Crown Corporation
Marine Atlantic Inc.	Parent Crown Corporation
Montreal Port Authority	Shared-governance Corporation
Nanaimo Port Authority	Shared-governance Corporation
NAV CANADA	Shared-governance Corporation
North Fraser Port Authority	Shared-governance Corporation
Oshawa Harbour Commission	Shared-governance Corporation

Name of Corporation	Category
Ottawa Macdonald-Cartier International Airport Authority	Shared-governance Corporation
Pacific Pilotage Authority	Parent Crown Corporation
Port Alberni Port Authority	Shared-governance Corporation
Prince Rupert Port Authority	Shared-governance Corporation
Quebec Port Authority	Shared-governance Corporation
Regina Airport Authority	Shared-governance Corporation
Ridley Terminals Inc.	Parent Crown Corporation
Saguenay Port Authority	Shared-governance Corporation
Saint John Airport Inc.	Shared-governance Corporation
Saint John Harbour Bridge Authority	Shared-governance Corporation
Saint John Port Authority	Shared-governance Corporation
Saskatoon Airport Authority	Shared-governance Corporation
Seaway International Bridge Corporation, Ltd., The	Subsidiary of The Federal Bridge Corporation Limited
Sept-Îles Port Authority	Shared-governance Corporation
St. John's International Airport Authority	Shared-governance Corporation
St. John's Port Authority	Shared-governance Corporation
St. Lawrence Seaway Management Corporation	Shared-governance Corporation
St. Mary's River Bridge Company	Subsidiary of The Federal Bridge Corporation Limited
Thunder Bay International Airports Authority Inc.	Shared-governance Corporation
Thunder Bay Port Authority	Shared-governance Corporation
Toronto Port Authority	Shared-governance Corporation
Trois-Rivières Port Authority	Shared-governance Corporation
Vancouver International Airport Authority	Shared-governance Corporation
Vancouver Port Authority	Shared-governance Corporation
VIA Rail Canada Inc.	Parent Crown Corporation
Victoria Airport Authority	Shared-governance Corporation
Windsor Port Authority	Shared-governance Corporation
Winnipeg Airports Authority Inc.	Shared-governance Corporation
Treasury Board (President of the)	
Public Sector Pension Investment Board	Parent Crown Corporation
Veterans Affairs	
Commonwealth War Graves Commission	International Organization
Last Post Fund	Shared-governance Corporation

ALPHABETICAL LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA[1]

Name of Corporation	Category	Ministerial Portfolio
2001 London Alliance Canada Summer Games Host Society Inc.	Shared-governance Corporation	Canadian Heritage
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.	Shared-governance Corporation	Canadian Heritage
2875039 Canada Limited	Subsidiary of Canada Post Corporation	Public Works and Government Services
2875047 Canada Limited	Subsidiary of Canada Post Corporation	Public Works and Government Services
3148131 Canada Limited	Subsidiary of Canada Lands Company Limited	Public Works and Government Services
3558533 Canada Inc.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
3906949 Canada Inc.	Subsidiary of Canada Post Corporation	Public Works and Government Services
964102 Ontario Inc.	Subsidiary of Purolator Holdings Ltd.	Public Works and Government Services
AECL Technologies B.V.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
AECL Technologies Inc.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
Aéroport de Québec Inc.	Shared-governance Corporation	Transport
African Development Bank	International Organization	Foreign Affairs
Agri-adaptation Council Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Agricultural Adaptation Council	Shared-governance Corporation	Agriculture and Agri-Food
Agriculture and Food Council of Alberta	Shared-governance Corporation	Agriculture and Agri-Food
Agriculture Institute of Management in Saskatchewan, Inc. (AIMS)	Shared-governance Corporation	Agriculture and Agri-Food
Agri-Food Innovation Fund	Shared-governance Corporation	Agriculture and Agri-Food
Agri-Futures Nova Scotia	Shared-governance Corporation	Agriculture and Agri-Food
ARTV	Associate of the Canadian Broadcasting Corporation	Canadian Heritage

---

[1] Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.

Name of Corporation	Category	Ministerial Portfolio
Asia-Pacific Foundation of Canada	Shared-governance Corporation	Foreign Affairs
Asian Development Bank	International Organization	Foreign Affairs
Association for the Export of Canadian Books	Shared-governance Corporation	Canadian Heritage
Atlantic Pilotage Authority	Parent Crown Corporation	Transport
Atomic Energy of Canada Limited	Parent Crown Corporation	Natural Resources
Bank of Canada	Parent Crown Corporation	Finance
Beef Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Bell Bay Golf Developments Incorporated	Associate of Enterprise Cape Breton Corporation	Industry
Belledune Port Authority	Shared-governance Corporation	Transport
Blue Water Bridge Authority	Shared-governance Corporation	Transport
British Columbia Investment Agriculture Foundation (BCIAF)	Shared-governance Corporation	Agriculture and Agri-Food
Buffalo and Fort Erie Public Bridge Authority	Shared-governance Corporation	Transport
Business Development Bank of Canada	Parent Crown Corporation	Industry
Cable North Microwave Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Calgary Airport Authority	Shared-governance Corporation	Transport
Calgary Olympic Development Association	Shared-governance Corporation	Canadian Heritage
Canada Council	Parent Crown Corporation	Canadian Heritage
Canada Deposit Insurance Corporation	Parent Crown Corporation	Finance
Canada Development Investment Corporation	Parent Crown Corporation	Finance
Canada Eldor Inc.	Subsidiary of Canada Development Investment Corporation	Finance
Canada Foundation for Innovation	Shared-governance Corporation	Industry
Canada Games Council	Shared-governance Corporation	Canadian Heritage
Canada Hibernia Holding Corporation	Subsidiary of Canada Development Investment Corporation	Finance
Canada Lands Company CLC Limited	Subsidiary of Canada Lands Company Limited	Public Works and Government Services
Canada Lands Company Limited	Parent Crown Corporation	Public Works and Government Services
Canada Millennium Scholarship Foundation	Shared-governance Corporation	Human Resources Development / Finance
Canada Mortgage and Housing Corporation	Parent Crown Corporation	Public Works and Government Services

Name of Corporation	Category	Ministerial Portfolio
Canada Pension Plan Investment Board	Parent Crown Corporation	Finance
Canada Post Corporation	Parent Crown Corporation	Public Works and Government Services
Canada Post International Limited	Subsidiary of Canada Post Corporation	Public Works and Government Services
Canada-Alberta Beef Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Hog Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Sugar Beet Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Value-added Industry Development Program	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Manitoba Agri-Food Research and Development Initiative	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Newfoundland Agri-Food Innovation Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Newfoundland Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canada-Nova Scotia Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canada's Climate Change Voluntary Challenge and Registry	Shared-governance Corporation	Natural Resources
Canadian Broadcasting Corporation	Parent Crown Corporation	Canadian Heritage
Canadian Centre on Substance Abuse	Shared-governance Corporation	Health
Canadian Commercial Corporation	Parent Crown Corporation	International Trade
Canadian Coordinating Office for Health Technology Assessment	Shared-governance Corporation	Health
Canadian Dairy Commission	Parent Crown Corporation	Agriculture and Agri-Food
Canadian Energy Research Institute	Shared-governance Corporation	Natural Resources
Canadian Farm Business Management Council (CFBMC)	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Film Development Corporation	Parent Crown Corporation	Canadian Heritage
Canadian Health Services Research Foundation	Shared-governance Corporation	Health
Canadian Institute for Health Information	Shared-governance Corporation	Health
Canadian International Grains Institute	Shared-governance Corporation	Agriculture and Agri-Food

Name of Corporation	Category	Ministerial Portfolio
Canadian Livestock Records Corporation	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Museum of Civilization	Parent Crown Corporation	Canadian Heritage
Canadian Museum of Nature	Parent Crown Corporation	Canadian Heritage
Canadian Race Relations Foundation	Parent Crown Corporation	Canadian Heritage
Canadian Teleservices Corporation	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Canadian Television Fund, The	Shared-governance Corporation	Canadian Heritage
Canadian Tennis Technology Limited	Associate of Enterprise Cape Breton Corporation	Industry
Canadian Tourism Commission	Parent Crown Corporation	Industry
Canadian Wheat Board, The	Shared-governance Corporation	Natural Resources
Cape Breton Carbofuels Limited	Subsidiary of Cape Breton Development Corporation	Natural Resources
Cape Breton Development Corporation	Parent Crown Corporation	Natural Resources
Cape Breton Growth Fund Corporation	Subsidiary of Enterprise Cape Breton Corporation; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act.*	Industry
Cape Breton Marine Farming Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Caribbean Development Bank	International Organization	Foreign Affairs
Carol Rizzetto Realty Limited Partnership	Associate of Enterprise Cape Breton Corporation	Industry
Centre de développement du porc du Québec Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)	Shared-governance Corporation	Industry (Canada Economic Development)
Centre national multisport – Montréal	Shared-governance Corporation	Canadian Heritage
Charlottetown Airport Authority Inc.	Shared-governance Corporation	Transport
Coaching Association of Canada	Shared-governance Corporation	Canadian Heritage
Cominco Ltd.	Associate of Business Development Bank of Canada	Industry
Commonwealth War Graves Commission	International Organization	Veterans Affairs
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)	Shared-governance Corporation	Agriculture and Agri-Food
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Shared-governance Corporation	Agriculture and Agri-Food

Name of Corporation	Category	Ministerial Portfolio
Country Canada	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Co-operative Vereniging International Post Corporation U.A.	Associate of Canada Post Corporation	Public Works and Government Services
Corporation Camp Spatial Canada	Shared-governance Corporation	Industry (Canada Economic Development)
DARR (Cape Breton) Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Defence Construction (1951) Limited	Parent Crown Corporation	Public Works and Government Services
Distribution Management Services Inc.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Edmonton Regional Airports Authority	Shared-governance Corporation	Transport
Enterprise Cape Breton Corporation	Parent Crown Corporation	Industry
EPO Holding Inc.	Subsidiary of Canada Post Corporation	Public Works and Government Services
EPO Inc.	Subsidiary of EPO Holding Inc.	Public Works and Government Services
European Bank for Reconstruction and Development	International Organization	Finance
Exinvest Inc.	Subsidiary of Export Development Corporation	International Trade
Export Development Corporation	Parent Crown Corporation	International Trade
Farm Credit Canada	Parent Crown Corporation	Agriculture and Agri-Food
Federal Bridge Corporation Limited, The	Parent Crown Corporation	Transport
Fondation du maire de Montréal pour la Jeunesse	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds de développement-emploi Montréal	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds d'investissement et de développement de l'emploi dans les quartiers centraux de Québec (FIDE) Inc.	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.	Shared-governance Corporation	Agriculture and Agri-Food
Forest Engineering Research Institute of Canada	Shared-governance Corporation	Natural Resources
Forintek Canada Corporation	Shared-governance Corporation	Natural Resources

Name of Corporation	Category	Ministerial Portfolio
Fraser River Port Authority	Shared-governance Corporation	Transport
Freshwater Fish Marketing Corporation	Parent Crown Corporation	Fisheries and Oceans
Gander International Airport Authority Inc.	Shared-governance Corporation	Transport
General Mining Building Limited	Associate of Enterprise Cape Breton Corporation	Industry
Genome Canada	Shared-governance Corporation	Industry
Great Lakes Pilotage Authority	Parent Crown Corporation	Transport
Greater Fredericton Airports Authority Inc.	Shared-governance Corporation	Transport
Greater London International Airport Authority	Shared-governance Corporation	Transport
Greater Moncton Airport Authority Inc.	Shared-governance Corporation	Transport
Greater Toronto Airports Authority	Shared-governance Corporation	Transport
Gulf Bras D'Or Estates Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Halifax International Airport Authority	Shared-governance Corporation	Transport
Halifax Port Authority	Shared-governance Corporation	Transport
Hamilton Harbour Commissioners, The	Shared-governance Corporation	Transport
Hibernia Management and Development Company Ltd.	Associate of Canada Hibernia Holding Corporation	Finance
Intelcom Courier Canada Inc.	Subsidiary of 3906949 Canada Inc.	Public Works and Government Services
Inter-American Development Bank	International Organization	Foreign Affairs
International Bank for Reconstruction and Development	International Organization	Finance
International Boundary Commission	International Organization	Foreign Affairs
International Centre for Human Rights and Democratic Development	Shared-governance Corporation	Foreign Affairs
International Development Association	International Organization	Finance
International Development Research Centre	Parent Crown Corporation	Foreign Affairs
International Finance Corporation	International Organization	Finance
International Fisheries Commissions Pension Society	Shared-governance Corporation	Fisheries and Oceans
International Lake Memphremagog Levels Board	International Organization	Environment
International Lake of the Woods Control Board	International Organization	Environment
International Monetary Fund	International Organization	Finance
International Niagara Committee	International Organization	Environment

Name of Corporation	Category	Ministerial Portfolio
International Porcupine Caribou Management Board	International Organization	Environment
IPC Technology S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.	Public Works and Government Services
IPC Unipost S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.	Public Works and Government Services
Jacques Cartier and Champlain Bridges Incorporated, The	Subsidiary of The Federal Bridge Corporation Limited	Transport
Last Post Fund	Shared-governance Corporation	Veterans Affairs
Laurentian Pilotage Authority	Parent Crown Corporation	Transport
Le Consortium de télévision Québec Canada Inc. (TV5)	Shared-governance Corporation	Canadian Heritage
Lower Churchill Development Corporation Limited	Joint Enterprise	Natural Resources
Manitoba Crop Diversification Centre (MCDC)	Shared-governance Corporation	Agriculture and Agri-Food
Manitoba Rural Adaptation Council Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Marine Atlantic Inc.	Parent Crown Corporation	Transport
Maritime Forestry Complex Corporation	Shared-governance Corporation	Natural Resources
Master FM Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Montréal International	Shared-governance Corporation	Industry (Canada Economic Development)
Montreal Port Authority	Shared-governance Corporation	Transport
Multilateral Investment Guarantee Agency	International Organization	Finance
Nanaimo Port Authority	Shared-governance Corporation	Transport
National Arts Centre Corporation	Parent Crown Corporation	Canadian Heritage
National Capital Commission	Parent Crown Corporation	Canadian Heritage
National Gallery of Canada	Parent Crown Corporation	Canadian Heritage
National Museum of Science and Technology	Parent Crown Corporation	Canadian Heritage
National Sport Centre – Atlantic Canada	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Calgary	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Greater Victoria	Shared-governance Corporation	Canadian Heritage

Name of Corporation	Category	Ministerial Portfolio
National Sport Centre – Toronto	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Vancouver	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Winnipeg	Shared-governance Corporation	Canadian Heritage
Nature Trust of British Columbia, The	Shared-governance Corporation	Prime Minister
NAV CANADA	Shared-governance Corporation	Transport
New Brunswick Agricultural Council	Shared-governance Corporation	Agriculture and Agri-Food
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Shared-governance Corporation	Agriculture and Agri-Food
North American Commission for Environmental Co-operation – Joint Public Advisory Committee	International Organization	Environment
North Fraser Port Authority	Shared-governance Corporation	Transport
North Portage Development Corporation & The Forks Renewal Corporation	Joint Enterprise	Industry (Western Economic Diversification)
Northern Native Fishing Corporation	Shared-governance Corporation	Indian Affairs and Northern Development
Nova Scotia Apple Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Nova Scotia Research and Development for Grain and Forage	Shared-governance Corporation	Agriculture and Agri-Food
Nova Scotia Technology Development 2000	Shared-governance Corporation	Agriculture and Agri-Food
Old Port of Montreal Corporation Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*.	Public Works and Government Services
Ontario Agriculture Training Institute (OATI)	Shared-governance Corporation	Agriculture and Agri-Food
Ontario Safety Net Research and Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Oshawa Harbour Commission	Shared-governance Corporation	Transport
Ottawa Macdonald-Cartier International Airport Authority	Shared-governance Corporation	Transport
Pacific Pilotage Authority	Parent Crown Corporation	Transport
Parc Downsview Park Inc.	Subsidiary of Canada Lands Company Limited	Public Works and Government Services
PARTICIPaction	Shared-governance Corporation	Health
Petro-Canada	Mixed Enterprise	Finance

Name of Corporation	Category	Ministerial Portfolio
Port Alberni Port Authority	Shared-governance Corporation	Transport
POS Pilot Plant Corporation	Shared-governance Corporation	Agriculture and Agri-Food
Prince Edward Island Adapt Council Inc. (PEIAC)	Shared-governance Corporation	Agriculture and Agri-Food
Prince Rupert Port Authority	Shared-governance Corporation	Transport
Progistix-Solutions Inc.	Subsidiary of 3906949 Canada Inc.	Public Works and Government Services
Public Sector Pension Investment Board	Parent Crown Corporation	President of the Treasury Board
Pulp and Paper Research Institute of Canada	Shared-governance Corporation	Natural Resources
Purolator Courier Ltd.	Subsidiary of Purolator Holdings Ltd.	Public Works and Government Services
Purolator Courier U.S. Ltd.	Subsidiary of Purolator Holdings U.S. Ltd.	Public Works and Government Services
Purolator Customs Services Ltd.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Purolator Holdings Ltd.	Associate of Canada Post Corporation; subsidiary of 2875039 Canada Limited	Public Works and Government Services
Purolator Holdings U.S. Ltd.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Quartier International de Montréal	Shared-governance Corporation	Industry (Canada Economic Development)
Quebec Port Authority	Shared-governance Corporation	Transport
Queens Quay West Land Corporation	Parent Crown Corporation	Public Works and Government Services
Regina Airport Authority	Shared-governance Corporation	Transport
Ridley Terminals Inc.	Parent Crown Corporation	Transport
Roosevelt Campobello International Park Commission	Shared-governance Corporation	Foreign Affairs
Royal Canadian Mint	Parent Crown Corporation	Public Works and Government Services
Saguenay Port Authority	Shared-governance Corporation	Transport
Saint John Airport Inc.	Shared-governance Corporation	Transport
Saint John Harbour Bridge Authority	Shared-governance Corporation	Transport
Saint John Port Authority	Parent Crown Corporation	Transport
Saskatchewan Council for Community Development	Shared-governance Corporation	Agriculture and Agri-Food
Saskatoon Airport Authority	Shared-governance Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
Seaway International Bridge Corporation, Ltd., The	Subsidiary of The Federal Bridge Corporation Limited	Transport
Sept-Îles Port Authority	Shared-governance Corporation	Transport
Silver Screen Star Limited	Associate of Enterprise Cape Breton Corporation	Industry
Société de développement à l'exportation de la Rive-Sud de Montréal	Shared-governance Corporation	Industry (Canada Economic Development)
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.	Shared-governance Corporation	Industry (Canada Economic Development)
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise	Industry (Canada Economic Development)
Sport Information Resource Centre	Shared-governance Corporation	Canadian Heritage
St. John's International Airport Authority	Shared-governance Corporation	Transport
St. John's Port Authority	Shared-governance Corporation	Transport
St. Lawrence Seaway Management Corporation	Shared-governance Corporation	Transport
St-Mary's River Bridge Company	Subsidiary of the Federal Bridge Corporation Limited	Transport
Standards Council of Canada	Parent Crown Corporation	Industry
Supercourier (1987) Ltd.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Territorial Farmers Association NWT	Shared-governance Corporation	Agriculture and Agri-Food
Terry Fox Humanitarian Award Inc.	Shared-governance Corporation	Health
Thunder Bay International Airports Authority Inc.	Shared-governance Corporation	Transport
Thunder Bay Port Authority	Shared-governance Corporation	Transport
Toronto Port Authority	Shared-governance Corporation	Transport
Tree Canada Foundation	Shared-governance Corporation	Natural Resources
Trois-Rivières Port Authority	Shared-governance Corporation	Transport
Vancouver International Airport Authority	Shared-governance Corporation	Transport
Vancouver Port Authority	Shared-governance Corporation	Transport
Vanier Institute of the Family, The	Shared-governance Corporation	Prime Minister
VIA Rail Canada Inc.	Parent Crown Corporation	Transport
Victoria Airport Authority	Shared-governance Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
Visnews Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Western Grains Research Foundation	Shared-governance Corporation	Agriculture and Agri-Food
Wildlife Habitat Canada	Shared-governance Corporation	Environment
Windsor Port Authority	Shared-governance Corporation	Transport
Winnipeg Airports Authority Inc.	Shared-governance Corporation	Transport
World Anti-Doping Agency	International Organization	Canadian Heritage
Yukon Agricultural Association	Shared-governance Corporation	Agriculture and Agri-Food

TABLING OF REPORTS IN PARLIAMENT

The Importance of Adequate and Timely Information to Parliament

The provision of adequate and timely information to Parliament is a major objective of the control and accountability regime for Crown corporations. A well-functioning accountability framework is based on the premise that Parliament and the government will receive useful information that will allow active judgement of corporate performance.

Corporations report on their performance through the corporate plan summary and the annual report. For each Crown corporation listed in Part I and Part II of Schedule III of the *Financial Administration Act* (FAA), the appropriate minister tables a corporate plan summary, a capital budget summary and an annual report in Parliament. In addition, an operating budget summary is tabled for Crown corporations listed in Part I of Schedule III.

The corporate plan and budget summaries inform Parliament of the strategic priorities and financial position of each Crown corporation. The summaries are based on the approved corporate plan and budgets, and cover the businesses, activities and investments of a corporation and of its wholly owned subsidiaries with respect to its future operations. A corporation's annual report informs Parliament of the corporation's performance relative to the objectives, strategies and activities approved by the government and tabled in the previous corporate plan and budget summaries.

The Deadlines for Tabling in Parliament

The deadlines for tabling, before each House of Parliament, the corporate plan summary, budget summaries and annual report are:

Corporate Plan Summary: 30 sitting days after approval by the Governor in Council of the corporate plan. A summary of an amended corporate plan has the same deadline.

Capital and Operating Budget Summaries: 30 sitting days after Treasury Board approval of the budget. Where the operating and/or capital budgets are incorporated into the corporate plan, the deadlines for the budget summaries are the same as those for the corporate plan summary.

Annual Report: A corporation is to submit, to the appropriate minister, an annual report within three months of its financial year-end. The appropriate minister has 15 sitting days to table the annual report in each House of Parliament. The deadline is calculated from the date on which the appropriate minister acknowledges receipt of the report, when available, or three months following the fiscal year-end of the corporation, whichever is earlier.

These deadlines are based on actual sitting days, not projected sitting days. Since future sitting days cannot be predicted, deadlines falling after July 31, 2001 cannot be calculated.

Documents Tabled in Parliament

As required by subsection 152(1) of the FAA, the following table records the status of Crown corporations' annual reports and summaries of corporate plans and budgets during the period August 1, 2000 to July 31, 2001. The table identifies any document that meets at least one of the two following conditions:

- The document was tabled during the period in review; or
- The document has not been tabled but was due to be tabled before or during the period in review.

Where the deadline falls after July 31, 2001 but the document was tabled during the period in review, the document is considered to have been tabled on time and will not be reported in future years.

Subsection 152(2) of the FAA requires the Auditor General of Canada to include, in her annual report to Parliament, a statement attesting to the accuracy of the information contained in this table.

Further Information

Information on annual reports and corporate plan and budget summaries may be obtained by contacting the individual corporations. The Corporate Abstracts chapter of this report provides additional information on individual Crown corporations.

TABLING OF REPORTS IN PARLIAMENT BY SCHEDULED PARENT CROWN CORPORATIONS DURING THE YEAR ENDED JULY 31, 2001

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Atlantic Pilotage Authority					
2000	Annual Report	2001-05-17	2001-05-03	2001-06-07	2001-05-08
2001	Capital Budget Summary	2001-03-16	2001-04-23	2001-05-01	2001-04-24
2001	Operating Budget Summary	2001-03-16	2001-04-23	2001-05-01	2001-04-24
2001 to 2005	Corporate Plan Summary	2001-03-16	2001-04-23	2001-05-01	2001-04-24
Atomic Energy of Canada Limited					
1997-98	Capital Budget Summary	1998-03-24	no	1998-05-12	no
1997-98	Operating Budget Summary	1998-03-24	no	1998-05-12	no
1999-2000	Annual Report	2000-10-17	2000-08-16	2001-02-07	2000-09-19
2000-01	Capital Budget Summary	2001-04-05	2001-05-15	2001-05-15	2001-05-16
2000-01	Operating Budget Summary	2001-04-05	2001-05-15	2001-05-15	2001-05-16
2000-01 to 2004-05[1]	Corporate Plan Summary	2001-04-05	2001-05-15	2001-05-15	2001-05-16
Business Development Bank of Canada					
2000-01	Annual Report	n/av	2001-06-20	n/av	no
2000-01	Capital Budget Summary	2001-02-12	2000-09-18	2001-03-15	2000-09-19
2000-01	Operating Budget Summary	2001-02-12	2000-09-18	2001-03-15	2000-09-19
2000-01 to 2004-05	Corporate Plan Summary	2001-02-12	2000-09-18	2001-03-15	2000-09-19
2001-02	Capital Budget Summary	2001-06-01	2001-06-01	n/av	2001-06-05
2001-02	Operating Budget Summary	2001-06-01	2001-06-01	n/av	2001-06-05
2001-02 to 2005-06	Corporate Plan Summary	2001-06-01	2001-06-01	n/av	2001-06-05
Canada Deposit Insurance Corporation					
1999-2000	Annual Report	2000-10-17	2000-07-19	2001-02-07	2000-09-19
2001-02	Capital Budget Summary	2001-05-18	2001-05-28	n/av	2001-05-29
2001-02	Operating Budget Summary	2001-05-18	2001-05-28	n/av	2001-05-29
2001-02 to 2005-06	Corporate Plan Summary	2001-05-18	2001-05-28	n/av	2001-05-29

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canada Development Investment Corporation					
2000	Annual Report	2001-05-04	2001-05-03	2001-05-17	2001-05-08
2001	Capital Budget Summary	n/av	2001-07-18	n/av	no
2001 to 2005	Corporate Plan Summary	n/av	2001-07-18	n/av	no
Canada Lands Company Limited					
1999-2000	Annual Report	2000-10-17	2000-09-18	2001-02-07	2000-09-19
2000-01	Annual Report	n/av	2001-07-18	n/av	no
2000-01	Capital Budget Summary	2001-02-12	2000-10-04	2001-03-12	2000-10-05
2000-01	Operating Budget Summary	2001-02-12	2000-10-04	2001-03-12	2000-10-05
2000-01 to 2004-05	Corporate Plan Summary	2001-02-12	2000-10-04	2001-03-12	2000-10-05
Canada Mortgage and Housing Corporation					
2000	Annual Report	2001-05-04	2001-04-27	2001-05-17	2001-05-01
2001	Capital Budget Summary	2001-04-27	2001-04-27	2001-05-29	2001-05-01
2001	Operating Budget Summary	2001-04-27	2001-04-27	2001-05-29	2001-05-01
2001 to 2005	Corporate Plan Summary	2001-04-27	2001-04-27	2001-05-29	2001-05-01
Canada Ports Corporation					
2000	Annual Report	2001-03-22	2001-03-01	2001-04-03	2001-03-12
1997	Capital Budget Summary Amendment	1997-11-07	no	1997-12-11	no
1997 to 2001	Corporate Plan Summary Amendment	1997-11-07	no	1997-12-11	no
Canada Post Corporation					
2000-01	Annual Report	n/av	2001-06-20	n/av	no
2001	Capital Budget Summary	n/av	2001-06-20	n/av	no
2001 to 2005	Corporate Plan Summary	n/av	2001-06-20	n/av	no
Canadian Commercial Corporation					
1999-2000	Annual Report	2000-10-17	2000-09-18	2001-02-07	2000-09-19
2000-01	Capital Budget Summary	2001-03-15	no	2001-04-26	no
2000-01	Operating Budget Summary	2001-03-15	no	2001-04-26	no
2000-01 to 2004-05	Corporate Plan Summary	2001-03-15	no	2001-04-26	no

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canadian Dairy Commission					
1999-2000	Annual Report	2001-02-16	2001-04-18	2001-03-14	2001-04-24
2000-01	Capital Budget Summary	2001-02-13	2001-03-14	2001-03-27	2001-03-15
2000-01	Operating Budget Summary	2001-02-13	2001-03-14	2001-03-27	2001-03-15
2000-01 to 2004-05	Corporate Plan Summary	2001-02-13	2001-03-14	2001-03-27	2001-03-15
Canadian Museum of Civilization					
1999-2000	Annual Report	2000-10-17	2000-08-16	2001-02-07	2000-09-19
2001-02	Capital Budget Summary	2001-06-08	2001-05-31	n/av	2001-06-05
2001-02	Operating Budget Summary	2001-06-08	2001-05-31	n/av	2001-06-05
2001-02 to 2005-06	Corporate Plan Summary	2001-06-08	2001-05-31	n/av	2001-06-05
Canadian Museum of Nature					
1999-2000	Annual Report	2000-10-17	2000-08-16	2001-02-07	2000-09-19
2001-02	Capital Budget Summary	2001-06-01	2001-05-31	n/av	2001-06-05
2001-02	Operating Budget Summary	2001-06-01	2001-05-31	n/av	2001-06-05
2001-02 to 2005-06	Corporate Plan Summary	2001-06-01	2001-05-31	n/av	2001-06-05
Cape Breton Development Corporation					
1999-2000	Annual Report	2000-10-17	2000-08-16	2001-02-07	2000-09-19
2000-01	Capital Budget Summary	2001-06-01	2001-07-18	n/av	no
2000-01	Operating Budget Summary	2001-06-01	2001-07-18	n/av	no
2000-01 to 2004-05	Corporate Plan Summary	2001-06-01	2001-07-18	n/av	no
Cape Breton Growth Fund Corporation					
2000-01	Capital Budget Summary	2001-03-02	2001-03-22	2001-04-04	2001-03-27
2000-01	Operating Budget Summary	2001-03-02	2001-03-22	2001-04-04	2001-03-27
2000-01 to 2004-05	Corporate Plan Summary	2001-03-02	2001-03-22	2001-04-04	2001-03-27
2001-02	Capital Budget Summary	2001-06-01	no	n/av	no
2001-02	Operating Budget Summary	2001-06-01	no	n/av	no
2001-02 to 2005-06	Corporate Plan Summary	2001-06-01	no	n/av	no

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Defence Construction (1951) Limited					
1999-2000	Annual Report	2000-10-17	2000-09-18	2001-02-07	2000-09-19
2000-01	Capital Budget Summary	2000-06-15	2000-09-18	2000-10-05	2000-09-19
2000-01	Operating Budget Summary	2000-06-15	2000-09-18	2000-10-05	2000-09-19
2000-01 to 2004-05	Corporate Plan Summary	2000-06-15	2000-09-18	2000-10-05	2000-09-19
2001-02	Capital Budget Summary	n/av	2001-07-18	n/av	no
2001-02	Operating Budget Summary	n/av	2001-07-18	n/av	no
2001-02 to 2005-06	Corporate Plan Summary	n/av	2001-07-18	n/av	no
Enterprise Cape Breton Corporation					
1999-2000	Annual Report	2000-10-17	2000-08-16	2001-02-07	2000-09-19
1999-2000	Capital Budget Summary	1999-11-25	2001-03-01	2000-02-08	2001-03-12
1999-2000	Operating Budget Summary	1999-11-25	2001-03-01	2000-02-08	2001-03-12
1999-2000 to 2003-04	Corporate Plan Summary	1999-11-25	2001-03-01	2000-02-08	2001-03-12
2000-01	Capital Budget Summary	2000-06-15	2000-07-19	2000-10-05	2000-09-19
2000-01	Operating Budget Summary	2000-06-15	2000-07-19	2000-10-05	2000-09-19
2000-01 to 2004-05	Corporate Plan Summary	2000-06-15	2000-07-19	2000-10-05	2000-09-19
2000-01	Capital Budget Summary Amendment	2001-02-13	2001-01-30	2001-03-27	2001-01-31
2000-01	Operating Budget Summary Amendment	2001-02-13	2001-01-30	2001-03-27	2001-01-31
2000-01 to 2004-05	Corporate Plan Summary Amendment	2001-02-13	2001-01-30	2001-03-27	2001-01-31
2001-02	Capital Budget Summary	2001-06-01	no	n/av	no
2001-02	Operating Budget Summary	2001-06-01	no	n/av	no
2001-02 to 2005-06	Corporate Plan Summary	2001-06-01	no	n/av	no
Export Development Corporation					
2000	Annual Report	2001-05-04	2001-04-05	2001-05-17	no
2001	Capital Budget Summary	2001-04-26	2001-04-27	2001-05-29	2001-05-01
2001	Operating Budget Summary	2001-04-26	2001-04-27	2001-05-29	2001-05-01
2001 to 2005	Corporate Plan Summary	2001-04-26	2001-04-27	2001-05-29	2001-05-01
Farm Credit Canada					
2000-2001	Annual Report	n/av	2001-06-13	n/av	2001-06-14
2001-02	Capital Budget Summary	2001-06-08	2001-05-04	n/av	2001-05-08
2001-02	Operating Budget Summary	2001-06-08	2001-05-04	n/av	2001-05-08
2001-02 to 2005-06	Corporate Plan Summary	2001-06-08	2001-05-04	n/av	2001-05-08

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Federal Bridge Corporation Limited, The					
1999-2000	Annual Report	2000-10-17	2000-08-16	2001-02-07	2000-09-19
Freshwater Fish Marketing Corporation					
1999-2000	Annual Report	2000-10-17	2001-01-31	2001-02-07	2001-02-06
2000-01	Capital Budget Summary	2001-01-29	2000-10-16	2001-02-20	2000-10-17
2000-01	Operating Budget Summary	2001-01-29	2000-10-16	2001-02-20	2000-10-17
2000-01 to 2004-05	Corporate Plan Summary	2001-01-29	2000-10-16	2001-02-20	2000-10-17
Great Lakes Pilotage Authority					
2000	Annual Report	2001-05-17	2001-05-03	2001-06-07	2001-05-08
2001	Capital Budget Summary	2001-04-05	2001-04-23	2001-05-15	2001-04-24
2001	Operating Budget Summary	2001-04-05	2001-04-23	2001-05-15	2001-04-24
2001 to 2005	Corporate Plan Summary	2001-04-05	2001-04-23	2001-05-15	2001-04-24
Laurentian Pilotage Authority					
2000	Annual Report	2001-05-04	2001-05-03	2001-05-17	2001-05-08
2000	Capital Budget Summary	2001-02-05	2001-02-01	2001-02-27	2001-02-06
2000	Operating Budget Summary	2001-02-05	2001-02-01	2001-02-27	2001-02-06
2000 to 2004	Corporate Plan Summary	2001-02-05	2001-02-01	2001-02-27	2001-02-06
Marine Atlantic Inc.					
1999	Annual Report	2000-05-05	2000-07-19	2000-05-16	2000-09-19
2000	Annual Report	2001-05-11	2001-05-02	2001-05-31	2001-05-03
2000	Capital Budget Summary	2000-05-05	2000-07-19	2000-06-13	2000-09-19
2000	Operating Budget Summary	2000-05-05	2000-07-19	2000-06-13	2000-09-19
2000 to 2004	Corporate Plan Summary	2000-05-05	2000-07-19	2000-06-13	2000-09-19
2001	Capital Budget Summary	2001-06-01	2001-06-06	n/av	2001-06-07
2001	Operating Budget Summary	2001-06-01	2001-06-06	n/av	2001-06-07
2001 to 2005	Corporate Plan Summary	2001-06-01	2001-06-06	n/av	2001-06-07
National Capital Commission					
1999-2000	Annual Report	2000-10-17	2000-09-28	2001-02-07	2000-10-04
2000-01	Capital Budget Summary	2001-02-13	2001-02-13	2001-03-27	2001-02-20
2000-01	Operating Budget Summary	2001-02-13	2001-02-13	2001-03-27	2001-02-20
2000-01 to 2004–05	Corporate Plan Summary	2001-02-13	2001-02-13	2001-03-27	2001-02-20
2001-02	Capital Budget Summary	2001-06-08	2001-06-08	n/av	2001-06-11
2001-02	Operating Budget Summary	2001-06-08	2001-06-08	n/av	2001-06-11
2001-02 to 2005-06	Corporate Plan Summary	2001-06-08	2001-06-08	n/av	2001-06-11

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
National Gallery of Canada					
1999-2000	Annual Report	2000-10-17	2000-09-28	2001-02-07	2000-10-04
2001-02	Capital Budget Summary	2001-06-01	2001-05-31	n/av	2001-06-05
2001-02	Operating Budget Summary	2001-06-01	2001-05-31	n/av	2001-06-05
2001-02 to 2005-06	Corporate Plan Summary	2001-06-01	2001-05-31	n/av	2001-06-05
National Museum of Science and Technology					
1999-2000	Annual Report	2000-10-17	2000-09-28	2001-02-07	2000-10-04
2001-02	Capital Budget Summary	2001-06-01	2001-05-31	n/av	2001-06-05
2001-02	Operating Budget Summary	2001-06-01	2001-05-31	n/av	2001-06-05
2001-02 to 2005-06	Corporate Plan Summary	2001-06-01	2001-05-31	n/av	2001-06-05
Old Port of Montreal Corporation Inc.					
1999-2000	Annual Report	2000-10-16	2000-09-18	2000-01-30	2000-09-19
2000-01	Capital Budget Summary	2000-10-16	2000-10-20	2001-02-06	no
2000-01	Operating Budget Summary	2000-10-16	2000-10-20	2001-02-06	no
2000-01 to 2004-05[2]	Corporate Plan Summary	2000-10-16	2000-10-20	2001-02-06	no
Pacific Pilotage Authority					
2000	Annual Report	2001-05-17	2001-05-03	2001-06-07	2001-05-08
2001	Capital Budget Summary	2001-03-16	2001-04-23	2001-05-01	2001-04-24
2001	Operating Budget Summary	2001-03-16	2001-04-23	2001-05-01	2001-04-24
2001 to 2005	Corporate Plan Summary	2001-03-16	2001-04-23	2001-05-01	2001-04-24
Petro-Canada Limited					
2000	Annual Report	2001-05-04	no	2001-05-17	no
Queens Quay West Land Corporation					
1999-2000	Annual Report	2000-10-17	2000-09-18	2001-02-07	2000-09-19
2000-01	Annual Report	n/av	2001-07-18	n/av	no
2000-01	Capital Budget Summary	2001-02-12	2000-10-04	2001-03-12	2000-10-05
2000-01	Operating Budget Summary	2001-02-12	2000-10-04	2001-03-12	2000-10-05
2000-01 to 2002-03	Corporate Plan Summary	2001-02-12	2000-10-04	2001-03-12	2000-10-05
2001-02	Capital Budget Summary	n/av	2001-07-18	n/av	no
2001-02	Operating Budget Summary	n/av	2001-07-18	n/av	no
2001-02 to 2005-06	Corporate Plan Summary	n/av	2001-07-18	n/av	no
Ridley Terminals Inc.					
2000	Annual Report	2001-05-04	no	2001-05-17	no

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Royal Canadian Mint					
2000	Annual Report	2001-05-04	2001-03-28	2001-05-17	2001-03-29
2001	Capital Budget Summary	2001-03-16	2001-03-12	2001-05-01	2001-03-13
2001 to 2005	Corporate Plan Summary	2001-03-16	2001-03-12	2001-05-01	2001-03-13
Standards Council of Canada					
1999-2000	Annual Report	2000-10-17	2000-09-18	2001-02-07	2000-09-19
2001-02	Capital Budget Summary	n/av	2001-06-13	n/av	2001-06-14
2001-02	Operating Budget Summary	n/av	2001-06-13	n/av	2001-06-14
2001-02 to 2005-06	Corporate Plan Summary	n/av	2001-06-13	n/av	2001-06-14
VIA Rail Canada Inc.					
1999	Capital Budget Summary	2000-02-14	no	2000-03-21	no
1999	Operating Budget Summary	2000-02-14	no	2000-03-21	no
1999 to 2003[3]	Corporate Plan Summary	2000-02-14	no	2000-03-21	no
2000	Annual Report	2001-05-11	2001-04-23	2001-05-31	2001-04-24
2000	Capital Budget Summary	2001-02-13	no	2001-03-27	no
2000	Operating Budget Summary	2001-02-13	no	2001-03-27	no
2000 to 2004	Corporate Plan Summary	2001-02-13	no	2001-03-27	no
2001	Capital Budget Summary	2001-06-08	no	n/av	no
2001	Operating Budget Summary	2001-06-08	no	n/av	no
2001 to 2005	Corporate Plan Summary	2001-06-08	no	n/av	no

---

[1] The Corporate Plan for Atomic Energy of Canada Limited was only approved for the year 2000-2001.

[2] The Corporate Plan for Old Port of Montreal Corporation Inc. was only approved for the year 2000-2001.

[3] The Corporate Plan for VIA Rail Canada Inc. was only approved for the year 1999.

CORPORATE ABSTRACTS BY MINISTERIAL PORTFOLIO

Introduction

The corporate abstract for each parent Crown corporation describes the corporation's mandate and activities. It begins by identifying the key individuals responsible for the corporation, including the appropriate minister, the chairperson of the board of directors, the chief executive officer and the external auditors. Each corporation's contact information is also provided.

This chapter identifies the legislative authority under which the corporation was incorporated and its scheduling under the *Financial Administration Act*. In addition, information is provided on whether or not the corporation is an agent of Her Majesty. A corporation that has agency status enjoys the immunities, privileges and prerogatives that are enjoyed by the Crown and can bind the Crown by its Acts.

Performance information, where presented, is based on the corporation's annual report, and the summary of the corporate plan approved at the beginning of the year under review and tabled in Parliament pursuant to section 125(4) of the *Financial Administration Act*.

Readers wishing to obtain further information about a particular corporation should refer to the corporation's annual report or contact the corporation directly.

AGRICULTURE AND AGRI-FOOD

CANADIAN DAIRY COMMISSION

Appropriate Minister

The Honourable Lyle Vanclief, P.C., M.P.
Minister of Agriculture and Agri-Food

Chairperson and Chief Executive Officer

Michel Pagé

Head Office

Carling Executive Park
Suite 300
1525 Carling Avenue
Ottawa ON
K1A 0Z2
Telephone: (613) 792-2000
Facsimile: (613) 998-4492
Web site: www.cdc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1966 by the *Canadian Dairy Commission Act* (R.S.C. 1985, c. C-15) (S.C. 1994, c. 26 and c. 38) (S.C. 1995, c. 23); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide efficient milk and cream producers the opportunity to obtain a fair return for their labour and investment while giving consumers a continuous and adequate supply of high quality dairy products.

Corporate Profile

The Canadian Dairy Commission (CDC) has the authority to purchase, store, process or sell dairy products except where a voluntary export mechanism is involved; to make payments to milk and cream producers for the purpose of stabilizing the price of industrial milk and cream; to investigate matters relating to the production, processing or marketing of any dairy product; and to help promote the use of dairy products.

CDC advises the Minister of Agriculture and Agri-Food on matters relating to dairy policy and determines domestic requirements for industrial milk and cream for purposes of establishing Market Sharing Quota. It also establishes the target price for industrial milk, sets support prices for butter and skim milk powder, and offers to purchase products at these prices.

Through its research and advisory functions, as well as its facilitative efforts on behalf of the Canadian Milk Supply Management Committee, CDC helps to build the consensus among industry players and governments that underlies the orderly marketing of dairy products in Canada.

During the 1998–1999 dairy year, the World Trade Organization (WTO) Panel found that Canada's export system under classes 5 (d) and (e) constituted an export subsidy and that its method of implementing the fluid milk tariff rate quota (TRQ) impaired the rights of the U.S. to access the Canadian market. Canada filed an appeal of the Panel's decision.

The Appellate body upheld the Panel's ruling in the case of classes 5 (d) and (e) but reversed the Panels decision regarding TRQ with minor revisions.

Performance Information

In its Corporate Plan Summary for 1999–2000 to 2003–04, CDC identified the following key issues and objectives:

- Support the work on the appeal to the WTO Panel ruling on Canada's Class 5 Pricing and Pooling System and, if necessary, make changes to ensure that Canada's system for dairy exports is in conformity with world trade agreements;
- Work with clients using the Class 5 Milk Permit and Pooling System and stakeholders to adjust administrative and operational guidelines to reduce paper burden and improve the competitiveness of dairy ingredients while ensuring that program compliance is appropriately monitored.

CDC's 1999–2000 Annual Report noted the achievements towards these goals, including the following:

- CDC worked with the team of industry and government officials supporting the legal team appealing the WTO Panel decision. On losing the appeal, CDC continued to work with government and industry to begin the process of implementing the necessary changes to ensure that Canada complies with its trade agreements.
- More resources were allocated to the audit section of the Corporation for the purpose of providing greater assurance that clients using the Class 5 Milk Permit and Pooling System and other CDC programs are in compliance with the established administrative and operational guidelines.

Costs funded by the Government of Canada (excluding subsidies to producers of industrial milk and cream) are presented in the table below:

	1999–2000 Forecast	**1999–2000 Actual**	**1998–99 Actual**
Administrative expenses ($ thousand)	2,538	2,730	2,279
Costs of production and dairy policy studies ($ thousand)	500	410	432

Note: CDC's financial year is August 1 to July 31.

FARM CREDIT CANADA

Appropriate Minister

The Honourable Lyle Vanclief, P.C., M.P.
Minister of Agriculture and Agri-Food

Chairperson

Rosemary Davis

President and Chief Executive Officer

John J. Ryan

Head Office

1800 Hamilton Street
PO Box 4320
Regina SK
S4P 4L3
Telephone: (306) 780-8100
Facsimile: (306) 780-5875
Web site: www.fcc-sca.ca

Auditor

Auditor General of Canada

Incorporation and Status

1959 by the *Farm Credit Act;* continued on April 2, 1993, under the *Farm Credit Corporation Act* (S.C. 1993, c. 14); and continued on June 14, 2001, under the *Farm Credit Canada Act (S.C. 2001, c. 22)*, Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To deliver specific programs of the Government of Canada on a cost-recovery basis; and to assist Canadian farmers in establishing and developing viable and farmer-owned agribusinesses by providing long-term credit and other financial services. The Corporation's legislated mandate was expanded in 1993 to include aquaculture, agri-forestry and agri-business.

Corporate Profile

Farm Credit Canada (FCC) offers flexible solutions to primary producers and agribusinesses. Bill C-25, an Act to amend the *Farm Credit Corporation Act* and to make consequential amendments to other Acts, was tabled in the House of Commons on April 5, 2001, by the Minister of Agriculture and Agri-Food. It received Royal Assent on June 14, 2001.

The Act changed the Corporation's name to Farm Credit Canada from Farm Credit Corporation to better reflect its federal identity and demonstrate the federal government's commitment to rural Canada.

The Act allows FCC to offer financial and business management services that meet and anticipate the emerging needs of the agricultural industry. Through FCC, producers and agribusinesses across rural Canada will have increased access to a broader range of services to help them achieve long-term success.

FCC maintains a corporate office in Regina and serves clients from 100 offices across Canada, primarily based in farming communities.

Performance Information

FCC's Corporate Plan Summary for 2000–01 to 2004–05 identified objectives and specific goals in each of the following areas: (1) human resources, (2) customer loyalty and market presence, (3) process effectiveness and quality improvement, and (4) financial success.

The Corporation's 2000–01 Annual Report restated these objectives and reported on the results achieved during the year. Selected examples include the following:

- FCC employees participated in the testing and validation of new lending and loan administration processes, redesigned in the previous year, and in the redesign of human resources processes;
- The Corporation disbursed a total of $1.28 billion to primary producers and $235.5 million to agribusiness customers.
- FCC implemented a new lending policy in July 2000 as a result of re-engineered loan processes. These enhancements saved 2,600 hours of field staff time, allowing them to spend more time developing customer relationships.
- FCC began work on a corporate service delivery channel strategy and identified a strategic direction for ensuring that all customers receive high quality service, no matter how they choose to interact with the Corporation. The strategy will be refined in 2001–02.

Selected summary information is presented in the table below.

	2000–01 Forecast	**2000–01 Actual**	**1999–2000 Actual**
Net income ($ million)	42.6	31.6	38.4
Return on equity (%)	6.6	8.4	6.6
Efficiency ratio (%)*	57.0	55.0	56.8
Administration expenses ($ million)	97.0	94.5	90.8

---

* Expenses incurred to earn a dollar of revenue.

CANADIAN HERITAGE

CANADA COUNCIL

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Jean-Louis Roux

Director and Chief Executive Officer

Shirley L. Thomson

Head Office

12th Floor
350 Albert Street
PO Box 1047
Ottawa ON
K1P 5V8
Telephone: 1-800-263-5588 or
(613) 566-4414
Facsimile: (613) 566-4390
Web site: www.canadacouncil.ca

Auditor

Auditor General of Canada

Incorporation and Status

1957 by the *Canada Council Act* (R.S.C. 1995, c. C-2); exempt from Divisions I to IV of Part X of the *Financial Administration Act;* not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act.*

Mandate

To promote the study, enjoyment and production of works in the arts.

Corporate Profile

The Canada Council (the Council) provides grants and services to Canadian artists and arts organizations in dance, interdisciplinary work and performance art, media arts, music, theatre, visual arts, and writing and publishing. In addition, the Council administers the Art Bank, endowment funds, the Killam Program of scholarly awards and prizes, the Governor General's Literary Awards and the Governor General's Awards in Visual and Media Arts.

The Council is also responsible for the Canadian Commission for the United Nations Educational, Scientific and Cultural Organization (UNESCO), as well as for the Public Lending Right Commission.

The Council seeks both individually and collectively the advice of artists and arts professionals regarding its activities. It also co-operates closely with federal and provincial cultural agencies and departments. Sources of funding for the Council include parliamentary appropriations, income from its endowment funds, and private donations and bequests.

Performance Information

The Canada Council is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary pursuant to the FAA is not tabled in Parliament and the performance information for this corporate abstract was extracted from the Council's 2000–01 Annual Report. The Council noted the following activities and achievements:

- Hosted the World Summit on the Arts and Culture, which brought together representatives of arts councils and arts funding agencies from some 50 countries around the world. The Summit resulted in the creation of the International Federation of Arts Councils and Culture Agencies.
- Funded approximately 3,500 readings across Canada – in libraries, universities, colleges, community centres, literary associations, galleries, national service organizations and at festivals.
- Awarded some 5,700 grants to artists and arts organizations, and made payments to over 12,740 authors through the Public Lending Right Commission. These grants, payments and awards totalled $117 million.
- Announced the creation of three new annual prizes, worth $10,000 each, to recognize outstanding professional theatre productions aimed at young audiences. The prizes will be presented in partnership with the associations that currently organize theatre prizes in Canada's three largest cities: the Dora Awards in Toronto, the Soirée des Masques in Montreal and the Jessie Awards in Vancouver.
- 2000 marked the final year of the Millennium Arts Fund, which funded 187 arts projects across Canada, over a period of three years to celebrate the new millennium. A total of $9.2 million was distributed.

The Council also reported that in May 2001, the government announced a major investment in the arts and culture of more than half a billion dollars, to be paid over a three-year period. Of this amount, $75 million was earmarked for the Canada Council.

Selected summary information is presented in the table below.

	Actual 2001–01	**Actual 1999–2000**
Revenue ($ thousand)	26,551	33,358
Expenses ($ thousand)	140,285	134,302
Parliamentary appropriation ($ thousand)	127,431	116,584
Net income after parliamentary appropriation ($ thousand)	13,697	15,640

CANADIAN BROADCASTING CORPORATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Carole Taylor

President and Chief Executive Officer

Robert Rabinovitch

Head Office

250 Lanark Avenue
PO Box 3220, Station C
Ottawa ON
K1Y 1E4
Telephone: (613) 724-5721
Web site: www.cbc.radio-canada.ca

Auditor

Auditor General of Canada

Incorporation and Status

Established by the 1936 *Canadian Broadcasting Act* and continued by the 1958, 1968 and 1991 Broadcasting Acts (R.S.C. 1991, c. 11); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

As Canada's national public broadcaster, the corporation's mission is to inform, entertain and enlighten; to contribute to the development of a shared national consciousness and identity; to reflect the regional and cultural diversity of Canada; and to contribute to the development of Canadian talent and culture.

Corporate Profile

The Canadian Broadcasting Corporation (CBC) produces, procures and distributes Canadian programming in English, French and eight native languages. It also offers a selection of programs from around the world.

Its services include: two main television networks, one English and one French, that offer general and special interest programs; four main radio networks, two English and two French, that offer information and general interest programs as well as music and cultural programs; two all-news and information television networks that are entirely financed by cable subscriptions and advertising revenue; radio and television services to the North in English, French and eight aboriginal languages; a digital pay audio service offering 30 continuous music channels 24 hours per-day without talk or commercials; and English and French Internet services carrying CBC's radio and television productions, new media programming and corporate information.

On behalf of the Government of Canada, the CBC also provides an international short-wave radio service, Radio Canada International, which broadcasts programs in seven languages.

CBC's programs are distributed via satellite in combination with microwave and landline, feeding 97 CBC owned stations, 1,164 CBC rebroadcasters, 27 private affiliated stations and 292 affiliated or community-owned rebroadcasters and stations.

Performance Information

CBC is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament pursuant to the FAA, and the performance information for this corporate abstract was extracted from the Corporation's 2000–01 Annual Report. Section 55 of the *Broadcasting Act*, however, requires the CBC to submit to its minister a corporate plan summary that has been modified to reflect the financial resources proposed to be allocated to the corporation as set out in the tabled *Estimates* for that financial year. This corporate plan summary is tabled in Parliament.

CBC's Annual Report for 2000–01 documented its achievements during the year under review, some of which included the following:

- CBC is a key vehicle for showcasing Canadian arts and culture including orchestras, theatre, and dance ensembles on both national and regional levels.
- CBC established a new model of co-operation between its English and French Television services when it launched a documentary series, *Canada: A People's History*. The series, produced using entirely digital technology, will be broadcast commercial-free over two years.
- The Corporation improved services for children and youth – English TV added 750 hours of additional programming for young people and French TV added an average of 20 hours per week, of which 14 hours were Canadian productions.
- CBC's programs and people were once again honoured with national and international awards.

Selected summary information is presented in the table below.

	2000–01 Actual	**1999–2000 Actual**	**1998–99 Actual**
Revenue from operations ($ million)	521.9	504.6	484.1
Expenses ($ million)	1,396.3	1,408.2	1,431.3
Parliamentary appropriation for operating expenditures ($ million)	794.1	764.7	759.5

CANADIAN FILM DEVELOPMENT CORPORATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

François Macerola

Acting Executive Director

Johanne St-Arnaud

Head Office

Suite 700
360 St. Jacques Street
Montreal QC
H2Y 4A9
Telephone: (514) 283-6363
Facsimile: (514) 283-8212
Web site: www.telefilm.gc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Canadian Film Development Corporation Act* (R.S.C. 1985, c. C-16); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To foster and promote an independent film and television production industry in Canada.

Corporate Profile

The Canadian Film Development Corporation (Telefilm Canada) administers some 15 funds and programs including the Equity Investment Program of the Canadian Television Fund, a public-private partnership; the Canada Feature Film Fund; and the Multimedia Fund. It also contributes to the development and production of feature films, made-for-TV movies, drama series, documentaries, children's programs, variety shows and multimedia products. To ensure that these products reach large audiences, Telefilm Canada participates in other industry activities such as distribution, export, versioning, marketing and promotion at Canadian and foreign festivals and markets.

On October 5, 2000, the Minister of Canadian Heritage launched the new Canadian Feature Film Policy, *From Script to Screen: New Policy Directions for Canadian Feature Film*. The Policy, which comes with an annual budget of $100 million, established the Canada Feature Film Fund (CFFF), $86 million of which is to be administered by Telefilm Canada. The CFFF began operating on April 1, 2001 and includes the Screenwriting Assistance Program; programs for Complementary Activities, the Low Budget Independent Feature Film Assistance Program, and the Development, Production and Marketing Programs.

Performance Information

Telefilm Canada is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary pursuant to the FAA is not tabled in Parliament.

Since Telefilm's 2000–01 Annual Report had not been tabled in Parliament as of the closing date for its inclusion in the database for the President of the Treasury Board's annual report, the Corporation's activities and performance results for 2000–01 have not been reflected in this report.

CANADIAN MUSEUM OF CIVILIZATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

John R. English

President and Chief Executive Officer

Victor Rabinovitch

Head Office

100 Laurier Street
PO Box 3100, Station B
Hull QC
J8X 4H2
Telephone: (819) 776-7116
Facsimile: (819) 776-7122
Web site: www.civilization.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c.3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To increase interest in, knowledge of, and appreciation for human cultural achievements and behaviour throughout Canada and internationally. This involves establishing, for research and posterity, a collection of objects of historical or cultural interest with special but not exclusive reference to Canada.

Corporate Profile

The Canadian Museum of Civilization Corporation (CMCC) comprises the Canadian Museum of Civilization (CMC) – Canada's national museum of social and cultural human history - and its affiliate museums: the Canadian War Museum (CWM) – Canada's national museum of military history, and the entirely virtual Museum of New France.

CMCC also houses the Canadian Children's Museum, the Canadian Postal Museum, and one of the world's first IMAX®/IMAX®/HD/OMNIMAX® theatres.

Performance Information

CMCC's Corporate Plan Summary for 2000–01 to 2004–05 established three strategic issues: Canadian identity and unity; the safeguard and promotion of Canada's heritage; and financial and operational viability of the Corporation.

The Corporation's 2000–01 Annual Report related its achievements for the year in the above-noted areas. Selected examples are shown in the table below.

2000–01 Performance Target	2000–01 Achievement
Canadian identity and unity	
Renewing Canadian War Museum exhibitions and programmes in order to maintain visitor levels	Attendance targets were surpassed at the Canadian Museum of Civilization (1.39 million visitors), and the Canadian War Museum (127,500 visitors).
Safeguarding and promotion of Canada's heritage	
Digitize 20,000 CMCC artifacts	13,822 images have already been digitized (9% artifacts; 91% historical photographs).
Communicate its knowledge throughout Canada and the world	17.4 million accesses to the Corporation's web site.
Financial and operational viability	
Ongoing evaluation via audits, reviews and surveys	A total of 17 audits, reviews and surveys were completed as part of the continuous evaluation of the Corporation for operational viability.

The Corporation also noted that on May 15, 2001, the federal government announced its decision to locate the new Canadian War Museum (CWM) on LeBreton flats in Ottawa. The new CWM is expected to cost $105.75 million, of which the government is contributing $83.75 million, up from the $58.25 million in funding committed in March 2000. The museum is scheduled to open in late 2004 or early 2005.

Selected financial information is shown in the table below:

	2000–01 Forecast	2000–01 Actual	1999–2000 Actual
Revenue ($ thousand)	13,000	13,940	11,522
Expenses ($ thousand)	60,516	58,007	54,725
Parliamentary appropriation for operating expenditures ($ thousand)	43,516	43,516	44,089
Non-government revenues (%)	21.48	21.65	19.70

CANADIAN MUSEUM OF NATURE

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Frank Ling

President and Chief Executive Officer

Joanne DiCosimo

Head Office

Victoria Memorial Museum Building
240 McLeod Street
PO Box 3443, Station D
Ottawa ON
K1P 6P4
Telephone: (613) 566-4700
Facsimile: (613) 364-4020
Web site: www.nature.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To increase throughout Canada and internationally, interest in, knowledge of and appreciation and respect for the natural world by establishing, maintaining and developing for research and posterity a collection of natural history objects, with special but not exclusive reference to Canada, and by demonstrating the natural world, the knowledge derived from it and the understanding it represents.

Corporate Profile

The Canadian Museum of Nature (CMN) acquires and maintains collections of a wide variety of plants, animals and minerals. In addition to conducting research and publishing scientific articles, CMN educates the public through various programs. These educational products include a variety of interactive and multimedia exhibits, lectures, broadcasts and a Web site.

Performance Information

The CMN's Corporate Plan Summary for 2000–01 to 2004–05 refined the Corporation's four objectives identified in the previous fiscal year: to increase national service and impact; to better demonstrate the value of the work done by the institution; to put in place, maintain and improve an effective and efficient infrastructure of systems and facilities to support all institutional work; and to increase self-generated revenue. CMN developed strategies to achieving these objectives as well as identified performance measures for judging progress.

Selected performance against stated objectives outlined in the Corporation's 2000–01 Annual Report is listed in the table below:

Objective	**Performance**
To increase national service and impact	CMN created 40,000 new Master catalogue records bringing the total of national collections records now available electronically to over 450,000. CMN helped centralize public access to information on millions of museum objects, natural history specimens and archaeological sites through the CHIN Web site.
To better demonstrate the value of the work done by CMN	CMN produced two special exhibitions – *Passionate Vision* which was presented by the Investors Group and supported by the Millennium Bureau of Canada featured Scientist/Astronaut Dr. Roberta Bondar's photography, and *Animal Athletes* which opened at the end of September 2000 to coincide with the 2000 Summer Olympics.
To put in place, maintain and improve an effective and efficient infrastructure of systems and facilities	CMN concluded an agreement to purchase an Environmental Scanning Electron Microscope that will enable scientists to perform fine examination of surface sculpture and ornamentation of biological organisms without damaging specimens.
To increase self-generated revenue	Funds and/or in-kind donations were received from the private sector and from foundations.

Selected financial information is as follows:

	2000–01 Forecast	**2000–01 Actual**	**1999–2000 Actual**
Revenue ($ thousand)	2,863	2,359	1,863
Expenses ($ thousand)	23,488	25,820	23,478
Parliamentary appropriation for operating expenditures ($ thousand)	21,125	22,874	21,772

CANADIAN RACE RELATIONS FOUNDATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

The Honourable Lincoln M. Alexander, P.C.

Executive Director

Karen R. Mock

Head Office

Suite 701
4576 Yonge Street
Toronto, ON
M2N 6N4
Telephone: (416) 952-3500
Facsimile: (416) 952-3326
Web site: www.crr.ca

Auditor

Hilborn Ellis Grant LLP

Incorporation and Status

1996 under the *Canadian Race Relations Foundation Act*; exempt from Part X of the *Financial Administration Act*; not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act.*

Mandate

To facilitate, throughout Canada, the development, sharing and application of knowledge and expertise to contribute to the elimination of racism and all other forms of racial discrimination in Canadian society.

Corporate Profile

The Canadian Race Relations Foundation's (CRRF's) work focuses on raising public awareness of the causes and manifestations of racism in Canada. It is a source of information, providing perspective and research data to contribute to the elimination of racism.

The Foundation focuses on a variety of issues through the contract research program and conferences, forums and workshops placing particular emphasis on eliminating racism in employment and education. Information and resource development include disseminating information through the CRRF's Web site, annotated bibliographies and published materials.

The Foundation was proclaimed by the federal government on October 29, 1996 and, in accordance with the Japanese Canadian Redress Agreement, the government provided the Foundation with a one-time endowment fund of $24 million. CRRF operates on income generated by investing the endowment fund, and donations. The Department of Canadian Heritage provided start-up funds for the fiscal years 1996–97 through to 1999–2000.

Performance Information

CRRF is exempt from Part X of the *Financial Administration Act* (FAA), pursuant to its constituent Act. As a result, a Corporate Plan Summary is not tabled in Parliament and the performance information for this corporate abstract was extracted from the Foundation's 2000–01 Annual Report.

The Foundation held its second biennial Award of Excellence with a ceremony and symposium titled "Inspiring Excellence to Achieve Change" in Vancouver, British Columbia. The ceremony brought together race relations practitioners and stakeholders from across Canada to share information and ideas and reinforce networks in the field of anti-racism.

CRRF continued with its mandate of encouraging the development of programs to combat racism through its Initiatives Against Racism sponsorships. During the year in review, the program expanded funding for a Rural Category recognizing that rural initiatives may have less access to resources.

The Foundation focused its attention on preparations for the United Nations World Conference Against Racism, Racial Discrimination, Xenophobia, and Other Forms of Related Intolerance (WCAR) which was held in Durban, South Africa in September, 2001.

The Foundation was also engaged in the fourth year review of its operations as required under the *Canadian Race Relations Foundation Act.* Though incomplete, part of the discussions focused on the importance of maintaining the Foundation's mandate and arm's length relationship with the federal government.

Selected summary information is presented in the table below.

	2000–01 Actual	**1999–2000 Actual**
Total revenues including government grant ($ thousand)	2,027	2,092
Government grant ($ thousand)	-	533
Expenses ($ thousand)	2,148	1,873
Excess of revenues over expenses ($ thousand)	(121)	219

NATIONAL ARTS CENTRE CORPORATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

David S. R. Leighton

Director General and Chief Executive Officer

Peter A. Herrndorf

Head Office

53 Elgin Street
PO Box 1534, Station B
Ottawa ON
K1P 5W1
Telephone: (613) 947-7000
Facsimile: (613) 996-9578
Web site: www.nac-cna.ca

Auditor

Auditor General of Canada

Incorporation and Status

1966 by the *National Arts Centre Act* (R.S.C. 1985, c. N-3); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act.*

Mandate

To play a leadership role in fostering artistic excellence in all of the performing arts disciplines.

Corporate Profile

The National Arts Centre Corporation (NAC) operates and maintains the National Arts Centre in Ottawa. The Corporation develops the performing arts in the National Capital Region and assists the Canada Council in the development of the performing arts elsewhere in Canada through touring and media venues (radio, television, Internet, CD's).

The NAC fulfils its artistic mandate through the following programs:

- English Theatre;
- French Theatre;
- Music;
- Dance;
- Youth Programs; and
- Arts Education Initiatives.

Other sources of revenue for the Corporation include rentals and food services.

Performance Information

The NAC is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament and performance information for this corporate abstract was extracted from the Corporation's 1999–2000 Annual Report, which noted that:

- The National Arts Centre Orchestra had a successful national tour.
- NAC had record subscription revenues of $4,327,401 and almost 35,000 subscribers.
- NAC completed the year with an annual surplus of $479,028, and an accumulated surplus of $861,186, including government funding.
- The youth and education programming attracted more than 57,000 students and family members – a 10 per-cent increase over the previous year.

Selected summary information is presented in the table below.

	1999–2000 Actual	**1998–99 Actual**
Attendance as a per cent of capacity:		
• English theatre	76	73
• French theatre	81	80
• Music	72	74
• Dance and variety	82	73
• Rentals and other programming	65	74
Revenue ($ million)	24.4	23.4
Expenses ($ million)	49.99	44.27
Parliamentary appropriations for operating expenditures ($ million)	23.8	20.5

Note: NAC's financial year is September 1 to August 31.

NATIONAL CAPITAL COMMISSION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson and Chief Executive Officer

Marcel Beaudry

Head Office

40 Elgin Street
Ottawa ON
K1P 1C7
Telephone: (613) 239-5555
Facsimile: (613) 239-5039
Web site:
www.capitaleducanada.gc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1958 by the *National Capital Act* (R.S.C. 1985, c. N-4; amended in 1988 S.C. 1988, c. 54); Schedule III, Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To prepare plans for and assist in the development, conservation and improvement of the National Capital Region; to organize, sponsor, or promote public activities and events in the National Capital Region to enrich the cultural and social fabric of Canada, the equality of status of the official languages of Canada, and the heritage of the people of Canada.

Corporate Profile

The National Capital Commission (NCC) works throughout the National Capital Region (NCR) to create greater pride and unity for the increasingly diverse body of Canadians through the presentation of major events including Canada Day and Winterlude; through the Capital Infocentre and other interpretation programs that orient and inform Canadians and visitors about the Capital; and through outreach and marketing activities that present the Capital to Canadians and international audiences.

The NCC is also responsible for planning the development and use of federal lands in the NCR. The NCC manages and maintains its own lands and looks after other key federal lands and buildings, including the six Official Residences, urban lands, parks, parkways and bridges, Gatineau Park and the Greenbelt.

Performance Information

The NCC's Corporate Plan Summary for 2000–01 to 2004–05 identified objectives and strategies in four broad areas: promoting and animating the NCR; planning the NCR; real asset management and development; and corporate services. Specific performance targets were also identified in each area.

In its 2000–01 Annual Report, the NCC reported its achievements against each of the performance targets, including the following:

- Sponsorship revenues totalled $2.65 million ($1.19 million in goods and services) due to record sponsorship levels for Winterlude and the Rideau Canal Skateway.
- Completed the *Plan for Canada's Capital* and prepared to circulate and promote it.
- Delayed completion in order to extend consultation with special interest groups over outstanding issues, particularly off-leash dog areas.
- Developed content for the corporate Web site. Focus tested the site design and modified the approach in light of feedback received. Launch planned for early 2001–02.

Selected financial information is presented in the table below:

	2000–01 Forecast	2000–01 Actual	1999–2000 Actual
Parliamentary appropriation for operating expenses ($ thousand)	54,959	62,555	53,302
Operating revenues ($ thousand)	26,356	43,024	27,350
Total expenditures ($ thousand)	95,276	97,897	91,774
Net cost of operations ($ thousand)	(13,961)	7,682	(11,122)

NATIONAL GALLERY OF CANADA

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

H. Harrison McCain

Director and Chief Executive Officer

Pierre Théberge

Head Office

380 Sussex Drive
PO Box 427, Station A
Ottawa ON
K1N 9N4
Telephone: (613) 990-1985
Facsimile: (613) 993-4385
Web site: national.gallery.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To develop, maintain and make known, throughout Canada and internationally, a collection of historic and contemporary works of art with special, but not exclusive, reference to Canada; and to further the knowledge, understanding and enjoyment of art among Canadians.

Corporate Profile

The National Gallery of Canada carries out its mandate through four broad activity areas: adding to and preserving the collections of works of art; educating and communicating; housing and protecting the collections, visitors and staff; and managing its staff and resources. The Gallery also operates the Canadian Museum of Contemporary Photography (CMCP) in Ottawa.

The Gallery acquires Canadian and foreign works for its collections through purchases, gifts and bequests. Its exhibits are shown in Canada and around the world. The Gallery publishes documents including pamphlets and catalogues, as well as in the production of video products. Its Web site includes teacher support kits. The Gallery's programming activities include lectures, symposia, concerts and educational programs.

Performance Information

In its 2000–01 to 2004–05 Corporate Plan Summary, the Gallery identified the same three priorities as for the previous year: Raise the Gallery's profile nationally and internationally in order to reach more of the public; establish solid networking by developing and strengthening relationships with other institutions across Canada; and optimize financial resources. The Summary also highlighted the Gallery's objectives, strategies and performance targets to address the three priorities.

The Corporation's 2000–01 Annual Report highlighted the following achievements:

The National Gallery:

- Added 427 works to its permanent collection through donations and purchases;
- Presented 33 in-house exhibitions including *Monet, Renoir and the Impressionist Landscape*. CMCP hosted 13;
- Lent works from the collection including 73 Group of Seven paintings as part of the exhibition *Terre Sauvage: The Canadian Landscape and the Group of Seven*, which completed a Scandinavian tour and will travel to China in 2001–02;
- Initiated the online Provenance Research Project, which traces the ownership of works of art through the rise and fall of the Nazi empire;
- Attracted 8,512 members and increased the levels of donation; and
- Was awarded the first international contemporary art prize in Canada.

The Gallery also reported that:

- Attendance at the Gallery and the CMCP increased by more than 15 per cent as they welcomed more than 661,000 visitors. Attendance at special exhibitions rose by a full 27 per cent;
- Several exhibition catalogues were produced for temporary exhibitions, including *Monet, Renoir and the Impressionist Landscape,* and the scholarly publication *The Review* was created;
- The CyberMuse online databank gained 4,000 files including video files of interviews with artists and audio files interpreting works from the permanent collection;
- The CMCP travelling exhibition *Extended Vision: the Photography of Thaddeus Holownia* was seen by viewers in New Brunswick, Quebec and Ontario.

Selected financial information is shown in the table below.

	2000–01 Forecast	**2000–01 Actual**	**1999–2000 Actual**
Revenue ($ thousand)	9,439	9,020	7,367
Expenses ($ thousand)	45,463	45,356	42,453
Parliamentary appropriation ($ thousand)			
• for operating purposes	32,624	33,290	30,197
• for collections	3,000	3,235	3,172

NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Virender K. Handa

Director and Chief Executive Officer

Christopher J. Terry

Head Office

2380 Lancaster Road
PO Box 9724, Station T
Ottawa ON
K1G 5A3
Telephone: (613) 991-3044
Facsimile: (613) 990-3636
Web site: www.nmstc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects with special, but not exclusive, reference to Canada, and by demonstrating the products and processes of science and technology, as well as their economic, social and cultural relationships with society.

Corporate Profile

The National Museum of Science and Technology (now referred to as the Canada Science and Technology Museum Corporation) is responsible for the development and management of a representative collection of scientific and technological artifacts and materials which focuses on seven major subject areas – aviation, communications, industrial technology, natural resources, renewable resources, scientific instrumentation and transportation.

The Corporation manages three museum sites: the Canada Science and Technology Museum, the Canada Agriculture Museum and the Canada Aviation Museum. Each museum sets its own public programming activities and strategies in recognition of the different markets and clientele each serves. The museums operate under a common set of corporate policies. Support services such as human resources, finance and facilities management are provided centrally.

Performance Information

The 2000–01 to 2004–05 Corporate Plan Summary for the Corporation (CSTMC) identified objectives and the associated strategies in the following five areas:

- **Heritage preservation**: to develop and manage a representative collection, and to make it accessible;
- **Sharing knowledge**: to provide opportunities for a broad public audience to enjoy an enriching museum experience;
- **Facilities**: to provide quality venues for public programming activities, protection of the collection, and to promote operational effectiveness;
- **Revenue generation**: to develop a strong revenue base to allow for greater financial and management flexibility in fulfilling the Corporation's mandate; and
- **Management**: to provide effective and efficient services within a framework of appropriate management control.

The Corporation reported its performance on each of the above objectives in its 2000–01 Annual Report.

The following table notes two of the performance indicators where numerical targets were included in the Corporate Plan Summary.

Performance Indicators	2000–01 Target	2000–01 Result
Artifacts catalogued to CSTMC standards (%)	93	93
Artifacts with conservation report completed (%)	32	32

Selected financial information is shown in the table below.

	2000–01 Forecast	2000–01 Actual	1999–2000 Actual
Revenue ($ thousand)	3,740	3,765	3,695
Expenses ($ thousand)	24,480	25,318	23,857
Parliamentary appropriation ($ thousand)	20,565	22,594	20,036

FINANCE

BANK OF CANADA

Appropriate Minister

The Honourable Paul Martin, P.C., M.P.
Minister of Finance

Governor

David A. Dodge

Head Office

234 Wellington Street
Ottawa ON
K1A 0G9
Telephone: 1-800-303-1282
Facsimile: (613) 782-7713
Web site: www.bank-banque-canada.ca

Auditors

Caron Bélanger Ernst & Young
Raymond Chabot Grant Thornton

Incorporation and Status

1934 by the *Bank of Canada Act* (R.S.C. 1985, c. B-2); acts as the fiscal agent of the Government of Canada; exempt from Divisions I to IV of Part X of the *Financial Administration Act.*

Mandate

To formulate and implement monetary policy in Canada; and to act as the government's fiscal agent. The Bank has the sole right to issue paper currency for circulation in Canada.

Corporate Profile

The Bank of Canada's primary functions are as follows:

- **Monetary policy:** The Bank is responsible for managing the rate of monetary expansion in a way that is consistent with preserving the value of money.
- **Currency:** The Bank issues bank notes in Canada. This involves note design as well as the printing and distribution of bank notes, and their eventual replacement.
- **Central banking services:** The Bank regulates and supports the major clearing and settlement systems through which financial institutions execute securities transactions and transfer funds. As the federal government's banker, the Bank provides advice on debt management, handles new borrowings, maintains bondholder records, and makes payments for interest and debt redemption. It also manages Canada's foreign exchange reserves. As a service to the public, the Bank holds unclaimed bank balances and helps people reclaim money left in unused accounts.
- **Retail debt services:** The Bank is responsible for maintaining debt registers and for servicing the accounts of holders of Canada Savings Bonds and other debt instruments issued by the federal government. The management of this debt, however, is now under the direction of Canada Investment and Savings. In 2000, the Bank issued a Request for Proposal to outsource the operations and systems support for the program.

Performance Information

The Bank of Canada is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament and performance information for this corporate abstract was extracted from the Bank's 2000 Annual Report, which included the following:

- The Bank announced that beginning on December 5, 2000, Bank Rate changes would be set on eight pre-established dates per year, except in extraordinary circumstances.
- The Bank also hosted a conference to revisit the case of flexible exchange rates. Motivated by the introduction of the euro in 1999 and by the recent collapse of fixed exchange rate systems in many emerging-market economies, the Bank noted that the conference was also an opportunity to recognize the adoption of a floating exchange rate by Canada 50 years earlier.
- Bank officials participated in many international groups where significant developments in the world economy were discussed. These included working parties and committees of the Organisation for Economic Cooperation and Development, the meetings of G-10 central bank governors, regular meetings held at the Bank for International settlements, and meetings of the G-7, G-10, G-20, and the International Monetary and Financial Committee.
- Effective May 12, 2000, the Bank stopped issuing $1,000 bank notes and began to withdraw them from circulation as part of the federal government's fight against money laundering.

Selected summary information is presented in the table below.

	2000 Actual	1999 Actual	1998 Actual
Revenue ($ million)	2,111.0	1,910.8	1,799.4
Expenses ($ million)	118.6	144.7	120.6
Net revenue paid to Canada ($ million)	1,992.4	1,766.1	1,678.8

CANADA DEPOSIT INSURANCE CORPORATION

Appropriate Minister

The Honourable Paul Martin, P.C., M.P.
Minister of Finance

Chairperson

Ronald N. Robertson

President and Chief Executive Officer

Jean Pierre Sabourin

Head Office

17th Floor
50 O'Connor Street
PO Box 2340, Station D
Ottawa ON
K1P 5W5
Telephone: (613) 996-2081
Facsimile: (613) 996-6095
Web site: www.cdic.ca

Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Canada Deposit Insurance Corporation Act* (R.S.C. 1985, c. C-3; R.S.C. 1985, c. 18 (2nd Supp.); S.C. 1992, c. 26); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide limited insurance for deposits with member institutions; to promote standards of sound business and financial practices, and contribute to the stability of the Canadian financial system; and to pursue the foregoing for the benefit of depositors and in such a manner as will minimize exposure to loss.

Corporate Profile

In providing deposit insurance, the Canada Deposit Insurance Corporation (CDIC) undertakes a wide range of initiatives to increase understanding of deposit insurance, to assess and monitor the risks of insuring deposits in collaboration with regulators, to manage relationships with federal and provincial governments, member institutions and their organizations, and other interested parties, to keep abreast of economic and policy issues, and to minimize the cost of deposit insurance. The primary functions of CDIC involve insurance and risk management, and claims and recoveries.

Performance Information

CDIC's Summary of the Corporate Plan for 2000–01 to 2004–05 grouped the Corporation's objectives into four themes: proactively manage the risks of providing deposit insurance; ensure CDIC's financial stability and efficient operations; sustain a strong people and knowledge base encompassing human resources and technology; and continually assess and enhance relationships with stakeholders.

The Corporation reported on its achievements in its 2000–01 Annual Report, including the following:

- CDIC formalized and continued to work on its new risk assessment framework and developed new technology tools for monitoring and evaluating members' risks.
- CDIC analyzed the issues relating developments in e-commerce, Internet banking and new financial products as a preliminary step to assessing implications for making payments. In addition, the Corporation undertook work on establishing comparative benchmarking by reviewing pay-out methods used in other countries, commenced a re-engineering of the Corporation's pay-out processes, and assisted other deposit insurers in evaluating their readiness to deal with failures and manage interventions.
- CDIC developed strategic plans on human resources and information technology. The Corporation continued to review and update its job descriptions and conducted an employee satisfaction survey at year-end.
- The Corporation launched a public awareness and education campaign on deposit insurance in Canada to ensure that depositors know and understand how their deposits are insured. It conducted a survey, which indicated that general awareness of CDIC has increased 7 per cent to 54 per cent and general awareness of the $60,000 deposit insurance limit has increased from 23 per cent to 27 per cent.

As at March 31, 2001, CDIC's deposit insurance member institutions included 40 domestic banks and subsidiaries, 25 domestic trust and loan companies, and 36 foreign bank subsidiaries.

Selected financial information is provided in the table below.

	2000–01 Forecast	**2000–01 Actual**	**1999–2000 Actual**
Premium revenue ($ million)	135	140	134
Total revenue ($ million)	142	196	169
Net income ($ million)	151	157	157

CANADA DEVELOPMENT INVESTMENT CORPORATION

Appropriate Minister

The Honourable Paul Martin, P.C., M.P.
Minister of Finance

Chairperson

Donald McQ. Shaver

Head Office

L'Esplanade Laurier
PO Box 71058
Ottawa ON
K2P 2L9
Telephone: (613) 943-9391
Facsimile: (613) 943-9390

Auditors

Auditor General of Canada
KPMG LLP

Incorporation and Status

1982 under the *Canada Business Corporations Act.* Letters patent, May 26, 1982; Schedule III, Part II of the *Financial Administration A*ct; an agent of Her Majesty.

Mandate

To manage Crown corporations and investments assigned to it, and to privatize its holdings when appropriate. In January 1995, the government completed an assessment of the Corporation's future role. As a result, the Corporation's current mandate is to wind down its operations by divesting its remaining assets in an orderly fashion and reducing its operating costs to a minimum as soon as possible.

Corporate Profile

The Canada Development Investment Corporation (CDIC) manages two wholly owned subsidiaries: Canada Eldor Inc. and Canada Hibernia Holding Corporation. The latter manages the federal government's 8.5-per-cent interest in the Hibernia Oil and Gas Offshore Development Project.

CDIC also administers outstanding issues pursuant to prior divestitures, including the sale of Canadair Limited and Theratronics International Limited and the sale of the operating assets of Canada Eldor Inc. to Cameco Corporation. These issues, relating primarily to Canada Eldor Inc., include certain waste contingencies and outstanding litigation.

Performance Information

In its Corporate Plan Summary for 2000 to 2004, CDIC identified the following main objectives for 2000:

- Manage the investment in Canada Hibernia Holding Corporation with emphasis on developing a marketing plan and strategy for the sale of the asset and commencing the sales process;
- Continue to manage the remaining obligations pursuant to the Purchase and Sale Agreement for Canada Eldor Inc.;
- Manage the post-sale agreements resulting from the sale of Theratronics and Canadair; and
- Continue the orderly wind-down of the Corporation.

CDIC's 2000 Annual Report noted that:

- The Corporation has hired a financial advisor to assist with the eventual sales process for Canada Hibernia Holding Corporation; and
- The Board of Directors now manages CDIC and is focused on winding it down in an effective and efficient manner.

Selected financial information is shown in the table below.

	2000 Forecast	2000 Actual	1999 Actual
Net income (loss) ($ thousand)	(15,562)	(968)	(948)
Dividends ($ thousand)	5,000	5,000	-

CANADA PENSION PLAN INVESTMENT BOARD

Appropriate Minister

The Honourable Paul Martin, P.C., M.P.
Minister of Finance

Chairperson

Gail Cook-Bennett

President and Chief Executive Officer

John A. MacNaughton

Head Office

Suite 2700
One Queen Street East
Toronto ON
M5C 2W5
Telephone: (416) 868-4075
Facsimile: (416) 868-4083
Web site: www.cppib.ca

Auditor

Deloitte & Touche LLP

Incorporation and Status

1999 by the *Canada Pension Plan Investment Board Act* (S.C. 1997, c. 40); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage prudently and professionally in the best interests of contributors and beneficiaries, with a view to achieving a maximum rate of return without undue risk of loss, funds transferred to the Investment Board from the Canada Pension Plan Account.

Corporate Profile

The role of the Canada Pension Plan Investment Board (CPP Investment Board) is to increase the long–term value of the Canada Pension Plan (CPP) assets by prudently investing, in capital markets, funds not required by the Canada Pension Plan to pay current pensions.

By March 31, 2001 the CPP Investment Board had $7.2 billion invested in capital markets and projects. It expects to have $130 billion of assets under management within the decade. The assets and the income earned on them will be available to the Canada Pension Plan to pay future pensions.

Performance Information

The CPP Investment Board is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA and, as a result, a Corporate Plan Summary is not tabled in Parliament. However, the CPP Investment Board's governing legislation imposes rigorous accountability, including a detailed annual report that must be publicly available. The CPP Investment Board is required to publish in the annual report its success in reaching the prior year's investment objectives and the objectives for the next year and the foreseeable future.

The 2001 Annual Report noted that the CPP Investment Board:

- Developed a comprehensive risk management framework;
- Reviewed its asset alloaction policy and developed investment strategy alternatives;
- Completed a series of public meetings across Canada; and
- Enhanced its benchmarking and performance measurement capabilities.

Investment performance and benchmark returns are as follows:

	For the year ended March 31, 2001		**For the period ended March 31, 2000***	
	Portfolio Return (%)	**Benchmark Return (%)**	**Portfolio Return (%)**	**Benchmark Return (%)**
Canadian equities	(7.7)	(18.6)	45.3	45.5
Non-Canadian equities	(17.5)	(18.2)	16.6	16.1
Total return	(9.4)	(17.8)	40.1	39.3

Selected summary information is presented in the table below.

	For the year ended March 31, 2001	**For the six months ended March 31, 2000***
Investment income / (loss) ($ thousand)	(844,855)	463,786
Investment and administrative expenses ($ thousand)	6,735	3,650
Net income / (loss) from operations ($ thousand)	(851,590)	460,136

---

* The CPP Investment Board commenced operations on October 1, 1998. Investment activity commenced with receipt of the first cash flow on March 1, 1999.

PETRO-CANADA LIMITED

Appropriate Minister

The Honourable Paul Martin, P.C., M.P.
Minister of Finance

Chairperson

David A. Tobin (until February 5, 2001)

President

Guy Bujold (until February 5, 2001)

Head Office

c/o Department of Finance Canada
L'Esplanade Laurier
140 O'Connor Street
Ottawa ON
K1A 0G5

Auditor

Auditor General of Canada

Incorporation and Status

1975 by the *Petro-Canada Act* (R.S.C. 1985: c. P-11); continued as Petro-Canada Limited on February 1, 1991 under the *Petro-Canada Public Participation Act*; Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To manage Petro-Canada Limited's investment portfolio to ensure that there are sufficient funds to meet its obligations on the outstanding long-term debt.

Corporate Profile

Petro-Canada Limited was the parent Crown corporation of Petro-Canada, which was privatized in July 1991. Upon privatization, Petro-Canada refinanced its previously government-backed debt with the proceeds going to Petro-Canada Limited.

The Corporation's principal business was to manage its investment portfolio and to meet its obligations on its outstanding bonds.

The Corporation, which had no employees, was managed by officials of the Department of Finance Canada.

Performance Information

In its 1999 Annual Report, Petro-Canada Limited noted that its board of directors approved a motion on December 10, 1999, to recommend to the Minister of Finance that the Corporation be dissolved in accordance with the *Petro-Canada Public Participation Act* during the 2000 fiscal year.

Petro-Canada Limited was officially dissolved on February 5, 2001. At that time the assets and liabilities of the Corporation were transferred to the accounts of Canada.

Since the 2000 Annual Report for Petro-Canada Limited has not been tabled in Parliament as of the closing date for its inclusion in the database for the President of the Treasury Board's annual report, the Corporation's performance results for 2000 have not been reflected in this report.

FISHERIES AND OCEANS

FRESHWATER FISH MARKETING CORPORATION

Appropriate Minister

The Honourable Herb Dhaliwal, P.C., M.P.
Minister of Fisheries and Oceans

Chairperson

Jim Bear

President and Chief Executive Officer

Robert F. Hand

Head Office

1199 Plessis Road
Winnipeg MB
R2C 3L4
Telephone: (204) 983-6600
Facsimile: (204) 983-6497

Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Freshwater Fish Marketing Act* (R.S.C. 1985, c. F-13); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To market fish in an orderly manner, to maximize returns to fish producers and to promote international markets and increase trade in fish.

Established with the participation of each of the provinces and the territory in which it operates for the purpose of marketing and trading in and outside of Canada in fish, fish products and fish by-products produced within its mandated region. The participation of the provinces of Manitoba, Saskatchewan, Alberta and Ontario, and the Northwest Territories was established by agreement with the Government of Canada.

Corporate Profile

The Freshwater Fish Marketing Corporation (FFMC) operates on a self-sustaining basis with no appropriations from Parliament. In practice, the Corporation operates much like a producers' co-operative, with the beneficiaries being the commercial fish producers in Manitoba, Saskatchewan, Alberta, the Northwest Territories and Northwestern Ontario. The Corporation has the exclusive right to trade and market the products of the commercial fishery on an interprovincial and export basis. Its primary goal is to achieve the greatest economic returns possible for the commercial fish producers it serves, by providing a range of products and services to its customers.

Performance Information

In its 2000–01 to 2004–05 Corporate Plan Summary, FFMC indicated that the 1999–2000 and 2000–01 fiscal years saw an increase in deliveries that were above the average of the last ten years. The Corporation expected this trend to continue as it tries to solve production problems and to strengthen its delivery system.

The Corporation also noted in its Corporate Plan Summary that although the partners and the majority of fishers support the theory and practice of the Corporation, a vocal minority question the Corporation's single desk selling mandate and is pushing for some form of dual marketing. One of the Corporation's continuing challenges will be to communicate to fishers the real advantage of the single selling desk approach.

The Corporation reported on its achievements in its 2000–01 Annual Report, including the following:

- Total sales of $61.9 million set a new record for the Corporation, building on a three-year growth cycle that has produced a cumulative 44-per cent increase.
- Total payments to fishers in all provinces served by the Corporation increased over the last year: Manitoba by 15 per cent, Saskatchewan by 6 per-cent, Alberta by 7 per cent, Northwest Territories by 10 per-cent and Northwestern Ontario by 168 per cent (although on a very small volume).

Selected financial information is shown in the table below:

	2000–01 Actual	**1999–2000 Actual**
Sales ($ thousand)	61,914	54,856
Cost of sales ($ thousand)	51,293	46,959
Marketing and administrative expenses ($ thousand)	3,846	3,643
Income before provision for final payments to fishers ($ thousand)	6,775	4,254
Provision for final payments to fishers ($ thousand)	6,775	4,254

FOREIGN AFFAIRS

INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

Appropriate Minister

The Honourable John Manley, P.C., M.P.
Minister of Foreign Affairs

Chairperson

Gordon S. Smith

President and Chief Executive Officer

Maureen O'Neil

Head Office

250 Albert Street
PO Box 8500
Ottawa ON
K1G 3H9
Telephone: (613) 236-6163
Facsimile: (613) 238-7230
Web site: www.idrc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1970 by the *International Development Research Centre Act*, (R.S.C. 1985, c. I-19); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To initiate, encourage, support and conduct research into the problems of the developing regions of the world. The Centre also promotes and carries on research into the means for applying and adapting scientific, technical and other knowledge for the economic and social advancement of those regions.

Corporate Profile

The main objective of the International Development Research Centre (IDRC) is to help researchers and communities in the developing world find solutions to their social, economic and environmental problems. IDRC connects people, institutions and ideas to ensure that the results of the research it supports, and the knowledge that research generates, are shared equitably among all its partners, North and South.

To achieve its objective, the Centre funds research, trains researchers and promotes research networks. Through its Canadian Partnership Program, IDRC promotes collaborative research between scientists in Canada and those in developing countries.

The Centre's principal source of funding is parliamentary appropriations. It adds to this by entering into co-funding ventures with donors and pursuing contract research opportunities in collaboration with the private sector.

Performance Information

IDRC is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not required to be tabled in Parliament, and the performance information for this corporate abstract was extracted from the Centre's 2000–01 Annual Report. IDRC's Annual Report listed the following corporate objectives for 2000–2005:

- To strengthen and help mobilize the indigenous research capacity of developing countries, especially directed to achieving greater social and economic equity, better management of the environment and natural resources, and more equitable access to information;
- To foster and support the production, dissemination, and application of research results leading to policies and technologies that enhance the lives of people in developing countries;
- To explore new opportunities and build selectively on past investments within IDRC's new program framework.

Highlights of IDRC's activities during the year in review included the following:

- Co-sponsored with the Canadian Museum of Nature and other donors the AQUAtox 2000 project in which students from more than 90 schools in Canada and the developing world learned to use simple and inexpensive tests to measure chemical toxicity and microbiological pollution in water samples taken directly from their local environment.
- Launched the Spanish version of its publication *Cultivating Peace* at the Centro de Extensión de la Universidad Católica, in Santiago, Chile, during the 16th Symposium of the International Farming Systems Association.
- Hosted the second international Community-based Natural Resources Management workshop in collaboration with the Guizhou Academy of Agricultural Sciences in Southwestern China.
- Contributed to several meetings and consultations leading up to the Summit of the Americas, held in Quebec City in April 2001.

Selected financial information is shown in the table below.

	2000–01 Actual	**1999–2000 Actual**
Revenue excluding parliamentary appropriation for operating expenditures ($ million)	44.1	46.9
Expenses ($ million)	135.3	139.7
Parliamentary appropriation for operating expenditures ($ million)	91.2	90.3

INDUSTRY

BUSINESS DEVELOPMENT BANK OF CANADA

Appropriate Minister

The Honourable Brian Tobin, P.C., M.P.
Minister of Industry

Chairperson

Cedric E. Ritchie

President and Chief Executive Officer

Michel Vennat

Head Office

BDC Building
Suite 400
5 Place Ville-Marie
Montreal QC
H3B 5E7
Telephone: (514) 283-5904
Facsimile: (514) 283-7838
Web site: www.bdc.ca

Auditors

Auditor General of Canada
KPMG LLP

Incorporation and Status

1974 by the *Federal Business Development Bank Act* (R.S.C. 1985, c. F-6) and continued by the *Business Development Bank of Canada Act* (S.C. 1995, c. 28); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To promote and assist in the establishment and development of business enterprises in Canada, especially small and medium-sized businesses, by providing a wide range of financial and business management consulting products and services.

Corporate Profile

The Business Development Bank of Canada (BDC) provides financial products and services to Canadian firms by acting as a complementary lender and a source for equity financing. It offers financial services, venture capital and management consulting services.

The Corporation supports businesses in many sectors with a particular emphasis on knowledge-based industries and exporters. Small businesses in these target sectors often lack hard asset security to obtain complete financing from conventional sources.

Performance Information

BDC's Corporate Plan Summary for Fiscal 2001 to 2005 identified the following objectives to fulfil its mandate in supporting small businesses while maintaining a business approach: Increase the level of support to small and medium sized enterprises (SMEs) and transform the financing portfolio towards knowledge-based industries (KBIs) and exporters while continuing to support traditional sectors; transform the activities of the BDC Consulting Group to respond to specific needs of SMEs and to be financially sustainable; deliver first-class customer services; maximize operating efficiency and cost effectiveness; and generate a return on equity at least equal to the government's long-term cost of funds, and sufficient profits to build up equity for future growth.

In addition to its lending and investment activities, BDC has adopted the following key strategic priorities to achieve its objectives: innovation, human resources development, customer care and relationship management as well as overall risk management, ensure that Canadian SMEs are aware of, and have access to, BDC's financing and consulting solutions, leadership in e-commerce, information technology and conducting operations in a commercially responsible manner.

In its 2000–01 Annual Report, BDC reported on the achievement of its strategies. The Corporation's performance objectives and measures are shown in the table below.

Global Corporate Objectives	Performance Indicator	2000–01 Forecast	2000–01 Actual	1999–2000 Actual
Increasing the level of support to small businesses	Dollar value of outstanding loan portfolio ($ billion)	5.3	5.4	4.9
Targeting the loan portfolio towards KBIs and exporters without abandoning traditional sectors	Share of new loan authorizations to target markets (%)	47	50	44
Becoming the preferred consulting choice of targeted small businesses	Cost recovery rate (%)	88	78	82
Delivering first-class customer service	Customer satisfaction level (%)	87	88	88
Maximizing operating efficiencies and cost effectiveness	Productivity ratio (expense to net interest income) (%)	54	53	55
Generate a return on equity at least equal to the government's long-term cost of funds, and sufficient profits to build up equity for future growth.	• Return on equity (%)	6.0	12.6	18.7
	• Venture capital – internal rate of return (%)	7.6	15.2	24.6

CANADIAN TOURISM COMMISSION

Appropriate Minister

The Honourable Brian Tobin, P.C., M.P.
Minister of Industry

Chairperson

Judd Buchanan

President and Chief Executive Officer

Jim Watson

Head Office

8th Floor, West Tower
235 Queen Street
Ottawa ON
K1A 0H6
Telephone: (613) 946-1000
Facsimile: (613) 941-0523
Web site: www.canadatourism.com

Auditor

Auditor General of Canada

Incorporation and Status

2001 by the *Canadian Tourism Commission Act* (S.C. 2000, c.C-5); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To sustain a vibrant and profitable tourism industry in Canada, market Canada as a desirable tourist destination, support a co-operative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and provide information about Canadian tourism to the private sector and to the federal, provincial and territorial governments.

Corporate Profile

The Canadian Tourism Commission's activities include providing Canada's tourism industry with the tools and strategic information it needs to succeed.

In order to achieve its mandate the Commission:

- promotes Canadian tourism through co-ordinated marketing strategies and programs;
- establishes and operates travel trade marketplaces and visitor centres;
- co-ordinates travel and trade shows as well as undertakes special projects;
- provides accurate quarterly statistics and current market research and analysis for use by the tourism industry;
- publishes a monthly newsmagazine, *Communique*, Canada's Tourism Monthly, providing current information on CTC programs and initiatives, which is delivered to 35,000 travel and tourism professionals across Canada; and
- operates and maintains the Tourism Reference and Documentation Centre offering reference services and inter-library loans to travel and tourism professionals.

The Commission's key marketing programs that cover specific markets are: U.S. Leisure, U.S. Meetings & Incentive Travel, Europe, Asia/Pacific and Canada.

Performance Information

The Commission commenced operations as a Crown corporation on January 2, 2001. It is required to report to Parliament annually. The Commission's first financial year will end on December 31, 2001.

CAPE BRETON GROWTH FUND CORPORATION

Appropriate Minister

The Honourable Brian Tobin, P.C., M.P.
Minister of Industry

Chairperson

John McLennan

Chief Executive Officer

Rick Beaton

Head Office

15 Dorchester Street
P.O Box 1264
Sydney, NS
B1P 6J9
Telephone: (902) 564-7330
Facsimile: (902) 564-7339
Web site: www.cbgf.ca

Auditor

Auditor General of Canada

Incorporation and Status

August 25, 2000, pursuant to the *Canada Business Corporations Act*, as a wholly owned subsidiary of the Enterprise Cape Breton Corporation and directed to report as if it were a parent Crown corporation (P.C. 2000-1341); an agent of Her Majesty.

Mandate

To promote and assist, either alone or in conjunction with any person or the governments of Canada or of Nova Scotia or any agency of either of those governments, the financing and development of industry on Cape Breton Island to provide employment outside the coal producing industry and to broaden the base of the economy of Cape Breton Island.

Corporate Profile

The Cape Breton Growth Fund Corporation (CBGF) was incorporated on August 25, 2000 as a wholly owned subsidiary of the Enterprise Cape Breton Corporation (ECBC), a federal Crown corporation with a mandate for economic development on Cape Breton Island and in the Mulgrave area. As such, the CBGF is vested with the same broad economic mandate and flexible powers as ECBC. Although established as a wholly owned subsidiary, CBGF has been deemed to be a parent Crown corporation for the purposes of Part X of the *Financial Administration Act* (FAA) and therefore has its own board of directors and is required to report separately to Parliament through its own corporate plan summary and annual report.

The administrative costs related to the operation of CBGF will be sourced from the interest generated by the investment of the Fund until it is dispersed. If the interest generated is insufficient to offset the administrative costs, then ECBC will cover the costs through existing reference levels.

CBGF has entered into a Memorandum of Understanding (MOU) with ECBC to provide secretariat and operational support. Through the MOU with ECBC, administrative costs are minimized by eliminating the potential for overlap and duplication between the two organizations.

A contribution agreement with the Province of Nova Scotia for its $12 million contribution was used to establish a transition office that brings together federal and provincial departments. At the time of incorporation of the CBGF in August 2000, the total amount available for economic development was $73 million.

Performance Information

A corporate plan summary was not tabled for the Corporation's seven months of operations.

Since the Cape Breton Growth Fund's 2000–01 Annual Report had not been tabled in Parliament as of the closing date for its inclusion in the database for the President of the Treasury Board's annual report, the Corporation's activities and performance results for 2000–01 have not been reflected in this report.

ENTERPRISE CAPE BRETON CORPORATION

Appropriate Minister

The Honourable Brian Tobin, P.C., M.P.
Minister of Industry

President and Chief Executive Officer

Dennis W. Wallace

Head Office

Commerce Tower
4rd Floor
15 Dorchester Street
PO Box 1750
Sydney NS
B1P 6T7
Telephone: (902) 564-3600
Facsimile: (902) 564-3825
Web site: www.ecbc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1988 by the *Enterprise Cape Breton Corporation Act* (Part II of the *Government Organization Act, Atlantic Canada, 1987* [S.C. 1988, c. 50]); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To promote and assist the financing and development of industry on Cape Breton Island and a portion of mainland Nova Scotia in and around the Town of Mulgrave; to provide employment outside the coal-producing sector; and to broaden the base of the local economy.

Corporate Profile

The Enterprise Cape Breton Corporation (ECBC) takes a lead role in creating a business environment that fosters sustainable job creation and economic growth on Cape Breton Island and the Mulgrave area of Nova Scotia. It promotes these objectives in co-operation with the private and public sectors.

Part of ECBC's role in the economic development of Cape Breton Island is the delivery of the Atlantic Canada Opportunities Agency (ACOA) programs. A portion of ECBC staff and time is dedicated to the delivery of these programs. ECBC strives to ensure that its development activities do not duplicate the program of ACOA or other government departments.

Performance Information

In its 2000–01 to 2004–05 Corporate Plan Summary, ECBC identified a number of strategic priorities on which it would concentrate its efforts over the next five years: delivery agent for the Government of Canada; tourism marketing; access to capital; operations; trade and investment; image; advocacy and policy development.

Since ECBC's 2000–01 Annual Report had not been tabled in Parliament as of the closing date for its inclusion in the database for the President of the Treasury Board's annual report, the Corporation's activities and performance results for 2000–01 have not been reflected in this report.

STANDARDS COUNCIL OF CANADA

Appropriate Minister

The Honourable Brian Tobin, P.C., M.P.
Minister of Industry

Chairperson

Hugh A. Krentz

Executive Director

Peter D. Clark

Head Office

Suite 200
270 Albert Street
Ottawa ON
K1P 6N7
Telephone: (613) 238-3222
Facsimile: (613) 569-7808
Web site: www.scc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1970 by the *Standards Council of Canada Act* (R.S.C. 1996, c. 24); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To oversee Canada's National Standards System by promoting efficient and effective voluntary standardization in Canada where standardization is not expressly provided for by law. These activities are aimed at advancing the national economy, supporting sustainable development, and benefiting the health, safety and welfare of workers and the public. These functions are also intended to assist and protect consumers, facilitate domestic and international trade, and further international co-operation in relation to standardization.

Corporate Profile

The Standards Council of Canada's (SCC's) work falls into three principal areas: acreditation of Canadian standards development organizations and conformity assessment organizations in Canada and other countries as designated in the SCC Act; representation of Canadian interests in international and regional standardization and trade forums; and dissemination of all types of standardization information.

SCC also serves as Canada's World Trade Organization/North American Free Trade Agreement (WTO/NAFTA) Enquiry Point.

Performance Information

In its 2000–01 to 2004–2005 Summary of the Corporate Plan, SCC noted that it would begin the development of a new strategic plan in early 2000–01, which would be based on three important factors: the 1998–2001 strategic plan; the Canadian Standards Strategy Implementation Plan; and the increasing demand for program services.

SCC indicated in its 2000–01 Annual Report that its 1998–2001 strategic plan and the implementation proposals presented in the Canadian Standards Strategy guided the Council's activities during the year in review. Performance against some of the 1998–2001 elements is highlighted in the following table.

1998–2001 Elements	Achievements in 2000–01
Committed to excellence	Conducted customer satisfaction research on several of its client groups, including visitors to the Web site, clients of the Information and Research Service and WTO/NAFTA Enquiry Point, and accredited organizations.
Providing leadership in standardization	Continued its efforts to strengthen existing partnership and establish new ones.
Effective relationships - achieve an employee satisfaction rating of 3.25	Surveys conducted yielded a mean level of satisfaction of 3.5 out of 5.
Quality of service – achieve ISO 9001 and ISO 14001 registration/recognition	Published a report entitled *The Story So Far* on Canada's experience with ISO 9000, ISO 14000 and QS 9000.

With regard to the Canadian Standards Strategy, the Council listed a set of 23 implementation proposals with a series of actions intended to help bring about the objectives of the Strategy.

Selected financial information is presented in the table below.

	2000–01 Forecast	2000–01 Actual	1999–2000 Actual
Revenue ($ thousand)	9,800	4,387	5,157
Expenses ($ thousand)	9,800	9,519	10,470
Net income (loss) before government funding ($ thousand)	-	(5,132)	(5,313)
Parliamentary appropriation for operating expenses ($ thousand)	5,444	5,446	5,330

INTERNATIONAL TRADE

CANADIAN COMMERCIAL CORPORATION

Appropriate Minister

The Honourable Pierre S. Pettigrew, P.C., M.P.
Minister for International Trade

President and Chief Executive Officer

Douglas Patriquin

Head Office

Clarica Centre
Suite 1100
50 O'Connor Street
Ottawa ON
K1A 0S6
Telephone: (613) 996-0034
Facsimile: (613) 992-2121
Web site: www.ccc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1946 by the *Canadian Commercial Corporation Act* (R.S.C. 1985, c. C-14); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To assist in the development of trade between Canada and other nations by facilitating sales to foreign governments and international agencies as well as other approved buyers on behalf of Canadian suppliers.

Corporate Profile

The Canadian Commercial Corporation (CCC) helps Canadian exporters to win contracts in foreign markets, primarily with those of foreign governments and international organizations. Foreign buyers dealing through CCC receive a government-backed guarantee of contract performance.

As part of Canada's trade team, the Corporation's activities complement the export financing and insuring services of the Export Development Corporation, as well as the market intelligence and promotional activities of federal departments and agencies.

As the export contracting arm of the federal government, CCC:

- gains access for Canadian exports to the U.S. defence and aerospace markets through formal agreements signed by the Government of Canada;
- acts as a prime contractor in the sale of Canadian goods and services at the request of Canadian exporters and their foreign customers;
- identifies business opportunities, particularly with the U.S. government, and passes them on to Canadian firms that are registered with CCC and capable of meeting the client's requirements; and
- provides assistance and expertise in other areas such as pre-shipment financing, contract risk analysis, management services and contract arbitration.

Performance Information

Since a Corporate Plan Summary for the Canadian Commercial Corporation covering the period from 2000–01 to 2004–05 was not tabled in Parliament as of the closing date for inclusion of the information in the President of the Treasury Board's annual report, the information noted below only reflects that included in the Corporation's 2000–01 Annual Report.

Some of the achievements on the CCC's business and financial objectives as noted in the Annual Report are indicated in the following table.

Business and Financial Objectives	2000–01 Actual	1999–2000 Actual
Number of clients accessing CCC services	1,795	1,810
Number of clients with contracts or amendments through CCC	273	280
Business volumes ($ billion)	1.338	1.113
Revenues generated through cost recovery ($ million)	3.89	3.18
Customer satisfaction index	7.4	7.4

CCC's report on the achievement of its financial performance indicators is shown in the table below.

Performance Indicator	2000–01 Actual	1999–2000 Actual
Net cost of operations compared to business volume (%)	0.9	1.1
Time required to make payment to Canadian Suppliers (days)		
• Accelerated Payment Program	16	16
• Other	32	31
Provision for doubtful accounts when compared to accounts receivable from foreign customers (%)	0.0	0.0
Additional contract costs compared to total business volume (%)	0.21	0.3

EXPORT DEVELOPMENT CORPORATION

Appropriate Minister

The Honourable Pierre S. Pettigrew, P.C., M.P.
Minister for International Trade

Chairperson

Patrick J. Lavelle

President and Chief Executive Officer

A. Ian Gillespie

Head Office

151 O'Connor Street
PO Box 655
Ottawa ON
K1A 1K3
Telephone: (613) 598-2500
Facsimile: (613) 237-2690
Web site: www.edc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Export Development Act* (R.S.C. 1985, c. E-20) (S.C. 1993, c. 26, in force June 10, 1993); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To support and develop Canada's export trade and Canadian capacity to engage in that trade and respond to international business opportunities.

Corporate Profile

The activities of the Export Development Corporation (EDC) are aimed at reducing financial risk to Canadian exporters. EDC's financial services include credit insurance, financing services, bonding services, political risk insurance, and equity. More specialized financial services include highly structured, limited recourse financing arrangements, and joint ventures or projects that involve long-term leasing arrangements and equity participation.

Through its sector- and product-based business teams and specialized customer support groups, EDC provides a full range of trade finance services to assist Canadian exporters and investors.

Performance Information

In its 2000 to 2004 Corporate Plan Summary, EDC defined the following objectives for 2000: to serve more customers, support more business and generate an adequate rate of return to support future growth. Numerical targets were included for many of the related measures that support these objectives.

In its 2000 Annual Report, EDC reported on the achievement of its goals. Selected results are shown in the table below.

Strategic Objectives and Measures	2000 Target	2000 Actual	1999 Actual
Serve more customers			
• No. of customers served	5,550	5,679	5,182
• No. of SME* customers served	4,715	5,081	4,550
• Overall customer satisfaction (%)	80	79.6	80.4
Support more business			
• Business volumes ($ billion)	42	45.4	40.1
• Business volume in developing countries ($ billion)	9.0	10.5	9.8
Generate an adequate rate of return			
• Net income ($ million)	74	194	118
• Ratio of administrative expenses to net operating income (%)	14.2	13.6	13.5
• Return on equity (%)	3.9	9.7	6.6

---

* Small- and medium-sized enterprises.

NATURAL RESOURCES

ATOMIC ENERGY OF CANADA LIMITED

Appropriate Minister

The Honourable Ralph E. Goodale, P.C., M.P.
Minister of Natural Resources

Acting Chairperson

J. Raymond Frenette

President and Chief Executive Officer

Robert G. Van Adel

Head Office

2251 Speakman Drive
Mississauga ON
L5K 1B2
Telephone: (905) 823-9040
Facsimile: (905) 823-6120
Web site: www.aecl.ca

Auditors

Auditor General of Canada
Ernst & Young LLP

Incorporation and Status

1952 under Part I of the *Canada Corporations Act*; continued July 8, 1977, under a certificate, amended July 5, 1982, under the *Canada Business Corporations Act*; Schedule III, Part I of the Financial *Administration Act*; an agent of Her Majesty.

Mandate

To develop, design and market CANDU power reactors, MAPLE research reactors and MACSTOR waste storage facilities; and manage the construction of nuclear reactor projects worldwide.

Corporate Profile

Atomic Energy of Canada Limited's (AECL's) activities include: the commercial CANDU business including CANDU and research reactor projects in Canada and abroad, and service to existing CANDU customers; a research and development function that supports and advances CANDU technology and public policy objectives of the government of Canada; and a waste and decommissioning function involving the management of historical waste and facilities that have accumulated since the inception of the Canadian nuclear program in the 1950s.

AECL's CANDU reactor supplies about 15 per cent of Canada's electricity and is an important component of energy programs on four continents. The Corporation operates research and development laboratories at Chalk River, Ontario and Pinawa, Manitoba, as well as business, engineering and design offices in Ottawa, Mississauga and Montreal.

Performance Information

In its 2000–01 Corporate Plan Summary, AECL noted the following objectives to maintain its progress towards commercial viability while meeting key government policies: meeting or exceeding its financial targets; establishing the conceptual design requirements for the next-generation CANDU product; successfully renewing the AECL site licence; initiating negotiations for a new reactor project; continuing to provide the set of skills, experience and facilities needed to support current CANDU reactors in Canada and abroad; and complete, and receive approval for, the elements of a new organizational framework.

The Corporation's 2000–01 Annual Report highlighted, among others, the following results:

- In October 2000, AECL submitted its *Action Plan for Reducing Greenhouse Gas (GHG) Emissions* to the Voluntary Climate Change Challenge and Registry. The Action Plan presents a profile of AECL's GHG reduction performance at its Canadian facilities for the period 1990–1999 together with a statement of its commitment to further reductions in the period from 2000–2005;
- AECL continued to actively engage in community relations and public information programs designed to foster awareness and understanding of its activities at the various sites;
- In November 2000, AECL signed a contract with the Korea Electric Power Company (now known as Korea Hydro and Nuclear Power Company) for the engineering and design, and related services for a Tritium Removal Facility at the Wolsong site; and
- During the year, AECL successfully completed the primary-side steam generator cleaning at the Embalse CANDU station in Argentina.

Selected financial information is presented in the table below.

	2000–01 Forecast	**2000–01 Actual**	**1999–2000 Actual**
Commercial Operations			
• Revenue ($ million)	604	602	552
• Operating Profit ($ million)		50	52
Research expenses ($ million)		179	173
Net research expenses, after funding ($ million)		(33)	(36)
Net income (loss) ($ million)	8	12	43

CAPE BRETON DEVELOPMENT CORPORATION

Appropriate Minister

The Honourable Ralph E. Goodale, P.C., M.P.
Minister of Natural Resources

Chairperson

Joseph P. Shannon

President and Chief Executive Officer

Merrill D. Buchanan

Head Office

2920 Hinchey Avenue
New Waterford NS
B1H 2M4
Telephone: (902) 842-2600
Facsimile: (902) 842-2589

Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Cape Breton Development Corporation Act*, (R.S.C. 1985, c. C-25); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To reorganize and rehabilitate the coal industry on Cape Breton Island. The goal of the Corporation is to operate safe and commercially viable coal mines that are dependable supplies of quality coal and related energy products.

Corporate Profile

The Cape Breton Development Corporation (Devco) is the largest coal producer in Eastern Canada. Located on Cape Breton Island, the Corporation currently operates the Prince Colliery with fully integrated support facilities for the preparation, storage and distribution of coal to Canadian markets. The colliery began production on its first North/South wall, 1 North in January 2000. The Phalen Colliery was closed in September 1999, about a year earlier than planned, as a result of adverse geological conditions and related safety considerations.

In June 2000, Parliament passed the *Cape Breton Development Corporation Divestiture Authorization and Dissolution Act,* which provides for the sale of the assets and eventual wind-up of the Corporation.

On May 16, 2001 the government announced that the Corporation would close the Prince Colliery in the fall of 2001 while ongoing efforts to sell the surface operations would continue. Representatives of Devco, its four bargaining units and non-unionized employees were requested to work on developing a human resources strategy for those employees affected by the decision.

Performance Information

Devco's Corporate Plan Summary for 2000–01 to 2004–05 indicated that fiscal year 2000–01 was forecast to be the last year of operations related to coal production, surface handling and coal sales. The planned sale of operating assets was expected to be completed by March 31, 2001. The remaining four years of the plan would be devoted to taking care of the transition period after the sale as well as administering the Corporation's pension plans, workers' compensation and early retirement incentive programs, and the implementation and management of an environmental remediation program.

In its 2000–01 Annual Report, Devco noted the following:

- On June 2, 2000 an arbitration decision was handed down which determined the package to address workforce reduction issues as a result of closing the Phalen Colliery. The decision included changes to the qualifying criteria for early retirement incentives and improvements to severance criteria.
- In April 2000, Oxbow Carbon & Minerals Inc. of Florida was selected from a group of interested parties as having the most favourable proposal. On July 6, 2000 Devco announced that it had signed a Letter of Intent with Oxbow Carbon & Minerals Inc. which expressed the parties' intentions to negotiate an asset purchase agreement for the sale of Devco's operating assets. However, on March 27, 2001, the Corporation discontinued negotiations with Oxbow Carbon & Minerals Inc.
- Prince Colliery produced close to 1.0 million tonnes from the 1 North Wall.

Selected financial and operational information is shown in the table below.

	2000–01 Forecast	**2000–01 Actual**	**1999–2000 Actual**
Revenue ($ million)	85	76.9	76.1
Profit (loss) from current operations ($ million)		(2.0)	(55.6)
Profit (loss) for the year after government funding($ million)		28.8	(72)
Funding requirements ($ million)	69.6	64.9	78
Saleable production (thousand tonnes)	1,044	995	662
Output per person shift (tonnes)		11.3	4.6

PUBLIC WORKS AND GOVERNMENT SERVICES

CANADA LANDS COMPANY LIMITED

Appropriate Minister

The Honourable Alfonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

Marc Rochon

President and Chief Executive Officer

Kathy Milsom

Head Office

Suite 1500
200 King Street West
Toronto ON
M5H 3T4
Telephone: (416) 952-6100
Facsimile: (416) 952-6200
Web site: www.clc.ca

Auditor

Auditor General of Canada
KPMG LLP

Incorporation and Status

1956 by letters patent; reorganized under the *Canada Business Corporations Act*, September 19, 1977; Certificate of Continuance under the *Canada Business Corporations Act*, July 7, 1981; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To create value, through its active subsidiaries, for strategic properties no longer required for program purposes by the Government of Canada. It does this by purchasing, improving and then managing or selling lands in order to produce the best possible benefits to both local communities and Canadian taxpayers while respecting the government's policies regarding First Nations' land claims, official languages, as well as environmental and heritage considerations.

Corporate Profile

Canada Lands Company Limited (Canada Lands) is the parent company of four wholly owned subsidiaries: Canada Lands Company CLC Limited, which handles the real estate operations; Parc Downsview Park Inc., which is responsible for the development and management of an urban recreational greenspace on the former CFB Toronto lands; 3148131 Canada Limited which is inactive; and the Old Port of Montreal Corporation Inc., which reports as a parent Crown corporation and is responsible for redeveloping the Old Port of Montreal.

The property holdings of the Corporation fall into three categories, namely, rental properties, properties under development and land held for development or sale. Its principal managed properties are Canada's National Tower ("CN Tower") and Downsview Park, both in Toronto.

Performance Information

In its Corporate Plan Summary for 2000–01 to 2004–05, Canada Lands identified the following as the major strategic issues facing the Corporation during the plan period: Receive confirmation of the continuing mandate and operations of the Corporation; need for additional Crown property transfers; First Nations' land claims; Corporate Social Responsibility; and completion of the International Design Competition for Downsview Park.

In its 2000–01 Annual Report, Canada Lands reported on its achievements related to the sale, the completion of development, or the acquisition of a number of properties. In addition, Canada Lands noted the following, which relate to the strategic issues identified in its Corporate Plan Summary:

- Canada Lands successfully obtained approval for the transfer of seven properties and one portfolio of 177 parcels from various government departments and agencies to CLC.
- In February 2001 CLC received the national Grand SAM Award from the Canadian Home Builders' Association for its Garrison Woods community in Calgary.
- CLC developed a template to measure its commitment to Corporate Social Responsibility. This has been integrated into the Corporation's performance management process.
- In May 2000, it was announced that TREE City won the international design competition for Downsview Park.

Selected financial information is provided in the table below.

	2000–01 Budget	**2000–01 Actual**	**1999–2000 Actual**
Property sales ($ million)	97.2	85.4	103.9
Net income before tax ($ million)	3.6	8.7	24.2
Income tax ($ million)	1.3	3.4	9.1
Dividends ($ million)	27.2	-	26.7

CANADA MORTGAGE AND HOUSING CORPORATION

Appropriate Minister

The Honourable Alphonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

Peter R. Smith

President and Chief Executive Officer

Jean-Claude Villiard

Head Office

700 Montreal Road
Ottawa ON
K1A 0P7
Telephone: (613) 748-2000
Facsimile: (613) 748-2067
Web site: www.cmhc-schl.gc.ca

Auditors

Auditor General of Canada
Arthur Andersen & Cie
General Partnership

Incorporation and Status

1946 by the *Central Mortgage and Housing Corporation Act*; amended March 16, 1979, to *Canada Mortgage and Housing Corporation Act* (R.S.C. 1985, c. C-7); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty except when s.14 of its Act applies.

Mandate

To promote the construction of new houses; the repair and modernization of existing homes; and the improvement of housing and living conditions, emphasizing housing quality, affordability and choice.

Corporate Profile

The Canada Mortgage and Housing Corporation's (CMHC's) legislative mandate of promoting the construction of new houses, the repair and modernization of existing homes, and the improvement of housing and living conditions is delivered through four key business lines: housing finance, assisted housing, housing export promotion, and research and information transfer.

In 1999, the *National Housing Act* and the *Canada Mortgage and Housing Corporation Act* were ammended to give the corporation more flexibility in carrying out the renewed mandate it received in 1996. These amendments enable CMHC to respond more quickly to shifts in consumer demand and market conditions, operate on a more commercial basis, better support Canadian housing exports, and consolidate programs and negotiate new partnerships and agreements.

CMHC's financial operations are managed under four separate accounts:

- The Minister's Account – funds social and assisted housing programs;

- The Corporate Account – encompasses loans and other investments, the result of residual lending activities and housing-related services;
- The Mortgage Insurance Fund – provides insurance for lenders against borrower default on residential mortgage loans; and
- The Mortgage-backed Securities Guarantee Fund – guarantees the payment of principal and interest for investors in securities based on insured mortgages.

Performance Information

The corporate objectives of CMHC, as specified in its Corporate Plan Summary for 2000 to 2004, included the following: to improve housing choice and affordability; to improve housing and living conditions; to support market competitiveness, job creation and the well-being of the housing sector; and to ensure that CMHC is a progressive and responsive organization.

In its 2000 Annual Report, CMHC noted the results achieved for the year in each of the above-noted areas. Achievements included: insuring 461,241 units for a total of $42.8 billion in loans insured; guaranteeing over $11 billion in Mortgage-Backed Securities; providing $136.8 million in loans from the residential rehabilitation assistance program and $7.2 million in emergency repair program funding; upgrading and improving its business practices and procedures, and developing a comprehensive framework to ensure that CMHC-insured loans continue to be well managed; and, playing a leadership role in ensuring quality and helping to protect the mortgage market from fraud.

Selected financial and performance information is shown in the table below.

	2000 Forecast	2000 Actual	1999 Actual
Corporate Account			
• Net after-tax income ($ million)	(1.0)	9	(5)
Minister's Account			
• Grants, contributions, subsidies ($ million)	1,900	1,997	1,886
Mortgage Insurance Fund			
• Investment in Securities ($ million)	4,297.8	4,024	3,722
• Net income ($ million)	188	355	310

CANADA POST CORPORATION

Appropriate Minister

The Honourable Alfonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

Vivian G. Albo

President and Chief Executive Officer

The Honourable André Ouellet, P.C.

Head Office

Canada Post Place
2701 Riverside Drive
Ottawa ON
K1A 0B1
Telephone: (613) 734-8440
Facsimile: (613) 734-6022
E-mail: service@canadapost.ca
Web site: www.canadapost.ca
www.postescanada.ca

Auditor

Deloitte & Touche LLP

Incorporation and Status

1981 by the *Canada Post Corporation Act* (R.S.C. 1985, c. C-10); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To operate Canada's postal service on a self-sustaining basis with a standard of service that meets the needs of Canadians.

In December 1998, a multi-year policy framework was established for the Corporation; it sets service, productivity and financial performance targets for the Corporation.

Corporate Profile

Canada Post serves Canadian residents, businesses and organizations through the secure delivery of letters and parcels to all addresses in Canada and around the world. On a consolidated basis, the Corporation processed nearly 10 billion messages and parcels in 2000–01. These materials were processed through 25 major plants and other facilities for delivery to over 13 million addresses in Canada. Postal services are available to customers through more than 24,600 retail points of access.

Canada Post provides a number of distribution services including Priority Courier, Xpresspost, and Expedited and Regular Parcels. It also sells philatelic products. Through its international consulting subsidiary, Canada Post International Limited, the Corporation markets its expertise to postal administrations throughout the world.

Canada Post also provides postal services at less than cost pursuant to government measures to support the publishing industry and other programs, such as northern parcel mail, parliamentary free mail and blind persons' free mail. The federal government compensates the Corporation for these services.

Performance Information

Canada Post's 2000–01 to 2004–05 Corporate Plan Summary identified the following five priorities: defend current business; grow competitive business; achieve operational excellence; make its employees a competitive advantage; and enhance corporate equity.

In its Annual Report for 2000–2001, Canada Post reported on the following significant developments:

- Completed its plans to embark on a corporate-wide business process redesign together with implementation of an enterprise resource planning system. The primary deliverables are improved billing systems and customer relationship management processes as well as cost reduction;
- Continued to extend its presence in the electronic services market. The operating business structure for EPOST™, its Electronic Post Office, which had been developed with Cebra Inc., was transferred from the partnership to a corporation, EPO Inc.; and
- Continued to develop and market Post*e*CS™, an Internet-based secure courier service, which had been developed jointly by the International Post Corporation, Canada Post, La Poste (France) and the United States Postal Service.

Selected summary information is presented in the table below.

Consolidated	2000–01 Forecast	2000–01 Actual	1999–2000 Actual
Income from operations ($ million)	104	141	76
Net income ($ million)	41	84	75
Return on equity (%)		10.5	7.4
Customer satisfaction index (%)		79	74
Total volume (millions of pieces)		9,961	9,617
Retail points of access		24,644	23,222

DEFENCE CONSTRUCTION (1951) LIMITED

Appropriate Minister

The Honourable Alfonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

John D. McLure

President and Chief Executive Officer

Ross Nicholls

Head Office

Place de Ville, Tower B
17th Floor
112 Kent Street
Ottawa ON
K1A 0K3
Telephone: (613) 998-9548
Facsimile: (613) 998-1061
Web site: www.dcc-cdc.gc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1951 by the *Defence Production Act* (R.S.C. 1985, c. D-1); continued under the *Canada Business Corporations Act*, November 21, 1978; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide contracting, contract management and project management support services to assist with the delivery of the construction program of National Defence and other infrustructure relates services. As owner and design authority, National Defence provides the Corporation with the necessary land and funding.

Corporate Profile

Defence Construction (1951) Limited (DCC) provides service in the areas of contracting for architectural/engineering consulting and for construction; consultant contract administration and construction contract management; and project management support for the Department of National Defence's environmental remediation and protection programs as well as for construction programs. All facilities are put in place by private industry, with DCC serving as the interface between the government and the consultants and construction contractors. DCC's function is to ensure the financial and competitive integrity of the contracting process; devise sound contracts that protect the interests of both the government and those entrusted with implementation; and monitor and influence the time, cost and quality aspects of projects.

Performance Information

DCC's Corporate Plan Summary for 2000–01 to 2004–05 identified strategic objectives in a number of areas with regard to both its external and internal environments. It also identified performance indicator targets for 2000–01 in the areas of client satisfaction, and operational efficiency and effectiveness.

In its 2000–01 Annual Report the Corporation highlighted its operational and related financial performance. The Corporation noted that though its performance indicators remain positive on the operational side, measures for timeliness of construction contracting and consultant procurement did not meet established targets mostly due to factors external to the Corporation such as delays associated in funding approvals.

Selected performance and financial information is presented in the table below.

Performance Indicator	2000–01 Forecast	2000–01 Actual	1999–2000 Actual
Client Satisfaction (%)	95	99.6	99.1[1]
Timeliness of construction contracting (calendar days)			
• Regular tender call	35	45	40
• Tender boards	25	30	30
• Quick response tenders	10	16	16
• Design-build	60	155	180
Timeliness of consultant service procurement (calendar days)			
• SPEC[2]	25	62	41
• Mini-proposals	50	69	71
• Two-step proposal selection	80	126	138
• NAFTA	84	154	145
Timeliness of contract completions (%)			
• On time	-	54.0	51.9
• Within 1-30 days	-	18.3	17.2
Revenue ($ thousand)	19,739	21,950	19,564
Expenses ($ thousand)	18,562	21,908	18,642
Net income (loss) ($ thousand)	1,177	(598)	922

---

[1] In 2000–01, DCC carried out formal client satisfaction tracking on construction contract management only since it is the activity that makes up the majority of its work.

[2] Selection, Prequalification and Evaluation of Consultants.

OLD PORT OF MONTREAL CORPORATION INC.

Appropriate Minister

The Honourable Alphonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services Canada

Chairperson

Bernard Lamarre

President and Chief Executive Officer

Claude Benoit

Head Office

333, rue de la Commune Ouest
Montreal QC
H2Y 2E2
Telephone: (514) 283-5256
Facsimile: (514) 283-8423
Web site: www.oldportofmontreal.com

Auditor

Auditor General of Canada

Incorporation and Status

1981 under the *Canada Business Corporations Act*; a wholly owned subsidiary of the Canada Lands Company Limited; directed by Order in Council (P.C. 1987–86) to report as if it were a parent Crown corporation; an agent of Her Majesty.

Mandate

To develop and promote the Old Port of Montreal site; and to manage and maintain the Crown property in that location intended for recreational, tourist and cultural activities for the general public.

Corporate Profile

The Old Port of Montreal Corporation Inc. manages and develops a riverside urban park for recreation, tourism and cultural activities. The 54-hectare Old Port site has seen significant developments, mainly over the past ten years, and it can now accommodate over seven million visitors a year.

Besides the spaces for recreation and games, the Corporation provides parking services, a port of call for pleasure boats, and a heritage interpretation trail promoting various products. Also, each year it presents a program of over 300 events.

Since May 2000 the Corporation has been managing the Montreal Science Centre, with three interactive exhibition halls, the IMAX® theatre and the IMMERSION movie game, along with cultural and educational action programs.

Performance Information

In the Summary of its Corporate Plan for 2000–01 to 2004–05, the Old Port of Montreal Corporation Inc. outlined six general objectives for 2001–02 to achieve its long-term strategy, including becoming a model for customer service; maintaining diversified and distinctive programming; ensuring shareholder visibility and being known and appreciated by its local and foreign publics; keeping the site in optimum condition;

minimizing the shareholder contribution necessary for operations; ensuring that there are sufficient human resources; and continuing the initiatives to motivate employees and make them accountable.

In its 2000–01 Annual Report, the Corporation noted the following achievements:

- The development work on the Montreal Science Centre was successfully completed and it opened for business in May 2000; nearly 745,000 tickets were sold by March 31, 2001. It should be noted that the corporation received the support of over 65 sponsors, who contributed $11.1 million.
- A record attendance of 7.3 million visitors during the 2000–01 season surpassed the previous year's record by 9.25 per cent.
- The number of film shoots on the site increased by 35 per cent to 479 for current affairs programs, while commercial film shootings increased by 40 per cent to 59.
- In February 2001 the Corporation received the prix Ulysse from Tourism Montréal for the Montreal Science Centre in the category Tourist Attraction of Over 100,000 Visitors. In May 2001 the Corporation received the Grand Prix du tourisme québecois for the Science Centre in the same category.

Selected summary information is presented in the table below.

	2000–01 Forecast	2000–01 Actuals	1999–2000 Actuals
Revenue generated by the Corporation ($ thousands)	11,779	14,606	7,658
Operating expenses ($ thousands)	18,886	21,753	13,725
Parliamentary appropriations for operating expenses ($ thousands)	7,161	7,147	6,067

QUEENS QUAY WEST LAND CORPORATION

Appropriate Minister

The Honourable Alfonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

(Vacant Position)

Head Office

Suite 1500
200 King Street West
Toronto ON
M5H 3T4
Telephone: (416) 952-6100
Facsimile: (416) 952-6200

Auditor

Auditor General of Canada

Incorporation and Status

1936 as Terminal Warehouses Ltd. under the *Ontario Companies Act*; July 14, 1978 as Harbourfront Corporation under the *Business Corporations Act of Ontario*; continued under the *Canada Business Corporations Act*, December 21, 1984; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To provide solutions to all outstanding business issues, find an alternate funding vehicle for Harbourfront Centre and sell all the remaining assets with a view to dissolving itself.

Corporate Profile

Queens Quay West Land Corporation manages the remaining federal properties at the Harbourfront site in Toronto under an agreement with the federal government. Most of the original 100-acre site has been conveyed to the City of Toronto.

In August 1996, the management of the Corporation was transferred from the Canada Development Investment Corporation to Canada Lands Company CLC Limited, which provides staff, facilities and corporate administration. In addition, as the need arises, it continues to retain consultants and advisors to assist with the implementation of its mandate.

Performance Information

The objectives of the Queens Quay West Land Corporation (QQWLC), as stated in its Corporate Plan Summary for the period 2000–01 to 2002–03, consisted of the following:

- Continue to make payments to the City of Toronto, as and when requested, for road construction, as provided for in Section 4.4 (c) of the Implementation Agreement;

- Pursue the conveyance of three parcels of lakebed properties to the City of Toronto;
- Sale of vacant land (YQ4) in 2000–2001. Proceeds of the sale, net of funds payable to the Foundation and the City of Toronto, will be applied to pay down the loan from Canada;
- Develop strategies to market the parking garage which is assumed to be sold during the 2002–03 fiscal year;
- Secure alternate funding vehicle for the Harbourfront Centre;
- Fulfil the remaining obligations and commitments of the Corporation;
- Develop a strategy for the development rights of YQ3; and
- Dispose of any remaining assets and discharge liabilities prior to dissolution of the Corporation.

The Corporation's 2000–01 Annual Report indicated that:

- During the year under review, QQWLC successfully negotiated an Agreement of Purchase and Sale for YQ4, excluding the parking garage. The sale was expected to close in June 2001.
- QQWLC hopes to be able to convey the remaining water lot properties to the City of Toronto.
- The Corporation continued to provide operating subsidies to the Harbourfront Centre, the Harbourfront cultural entity, as directed and funded by the federal government.
- Discussions are under way between various government departments with the goal of finding an alternate funding vehicle for Harbourfront Centre.

ROYAL CANADIAN MINT

Appropriate Minister

The Honourable Alfonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

Emmanuel Triassi

President and Master of the Mint

Danielle V. Wetherup

Head Office

320 Sussex Drive
Ottawa ON
K1A 0G8
Telephone: (613) 993-3500
Facsimile: (613) 952-8342
Web site: www.mint.ca

Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Royal Canadian Mint Act* (R.S.C. 1985, c. R-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To mint coins in anticipation of profit and to carry out other related activities. Founded in 1908 as a branch of the Mint of the United Kingdom, its operations were devolved to the Crown in right of Canada in 1931. Initially a departmental agency of the government, the Mint was incorporated by legislation in 1969. In 1987, a share-capital structure was created for the Mint, and shares were issued to Canada. In 1999, the legislation was further amended to give the Mint the rights, powers and privileges and the capacity of a natural person.

Corporate Profile

The Royal Canadian Mint (the Mint) is responsible for minting the nation's circulation coins. As a fully commercial Crown corporation, the Mint generates commercial revenue by offering a wide range of specialized coin products and related services, both nationally and internationally.

The Mint owns two facilities – one in Ottawa and the other in Winnipeg. The Ottawa facility houses the corporate head office, the gold refinery, and the production facilities for numismatic and bullion coins, medals and medallions. The Winnipeg Plant, which includes a plating facility, produces all of Canada's circulation coins as well as circulation coins for foreign countries.

Performance Information

The Mint's Corporate Plan Summary for 2000 to 2004 identified a number of objectives for the Mint: ensuring that the plating facility at its Winnipeg plant would be able to issue plated coins in mid 2000; continuing the Millennium Commemorative Circulation Coin Program; and generating a profit and maintaining the long-term viability of the Corporation.

In its 2000 Annual Report, the Mint reported that its Millennium coin program was successful. In addition, 2000 was a record-breaker for foreign circulation coinage production. It also reported that construction of the plating facility in Winnipeg was completed in January three months ahead of schedule and $700,000 below budget. The Mint also noted that its profile was raised when it received the news that the *Globe and Mail* had identified it as one of the "35 Best Companies to Work for in Canada".

During 2000, the Mint focused on addressing fundamental issues of efficiency to increase its global competitiveness. It used an ISO quality assurance and lean manufacturing initiative to make its production processes more efficient and cost-effective. In addition, the Mint implemented an Enterprise Resource Planning system to provide insights into its operational efficiency.

The Mint continues to use a 'balanced scorecard' concept that measures its performance from the perspective of the shareholder, customers, internal business processes, and innovation and learning.

Selected financial and operating performance measures are shown below.

	2000 Forecast	**2000 Actual**	**1999 Actual**
Net income ($ million)	8.1	5.6	21.7
Return on equity (%)	10.0	9.3	27.5
Production in millions of pieces:			
• Canadian circulation coins		1,673.1	1,679.6
• Coinage for the world		2,369.4	1,765.3
"Value added" sales revenue per employee ($ thousand)	136	146	182
Percentage of contribution margin from new products (%)	28	24	31

TRANSPORT

ATLANTIC PILOTAGE AUTHORITY

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Anne Soucie

Chief Executive Officer

R. Anthony McGuinness

Head Office

Purdy's Wharf
Suite 1402, Tower 1
1959 Upper Water Street
Halifax NS
B3J 3N2
Telephone: (902) 426-2550
Facsimile: (902) 426-4004
Web site: http://www.atlanticpilotage.com/

Auditor

Auditor General of Canada

Incorporation and Status

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To establish, operate, maintain and administer a safe and efficient pilotage service within designated waters in and around the Atlantic provinces. These objectives are to be achieved by establishing a fair and reasonable tariff.

Corporate Profile

In addition to providing pilotage services, the Atlantic Pilotage Authority (the Authority) with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Of the 33 pilotage areas in the Atlantic region, 16 are compulsory pilotage areas. The criteria for determining which ports should become compulsory are: the degree of difficulty and hazard in the approaches and within the port itself; the amount of vessel movement and the manoeuvrability of those vessels; the design of wharves and slips; the nature of the cargo; and environmental concerns and the preservation of the ecosystem.

Performance Information

The Authority's 2000 to 2004 Corporate Plan Summary included, among others, the following major objectives:

- Provide a safe, economical, reliable and effective marine pilotage service within the Atlantic Region, in a manner that must reflect change;

- Actively participate with the objectives of the pilotage recommendations as presented by the Minister;

- Respond to the needs of port users and work effectively with them while complying fully with the *Pilotage Act* and the Authority's legislated mandate to ensure financial self-sufficiency;

- Continue with the implementation of a centralized dispatch system within the Atlantic Region; and

- Continue with the staged development of pilot boat replacement.

The Corporate Plan Summary also noted the Authority's commitment to maintaining its course of financial self-sufficiency, and its overall goal of individual port self-sufficiency and a 10 per cent rate of return each year.

The Authority's 2000 Annual Report stated that:

- The Authority continued to follow through on the recommendations proposed by the Canadian Transportation Agency (CTA) in its Ministerial Review of Outstanding Pilotage Issues, and to meet the proposed deadlines for these initiatives;

- The centralized dispatch of pilots had been implemented; and

- All but three of the compulsory and non-compulsory areas had a positive operating return during 2000. Tariff increases have been proposed for 2001 to address those areas that did not have positive returns.

Selected performance indicators are shown in the table below.

	2000 Forecast	**2000 Actual**	**1999 Actual**
Net income ($ thousand)	1,109	742.8	963.6
Number of assignments	10,535	11,499	11,091
Number of incidents*	12	10	12
Incident-free assignments (%)	99.9	99.9	99.9

---

* Compilation of all maritime incident reports with or without damage.

CANADA PORTS CORPORATION

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Kenneth R. Nurse (until October 31, 2000)

Acting President and Chief Executive Officer

Graham Pettifer (until October 31, 2000)

Head Office

Place de Ville, Tower C
28th Floor
330 Sparks Street
Ottawa ON
K1A 0N6
Telephone: (613) 998-5067
Facsimile: (613) 998-5052

Auditor

Raymond Chabot Grant Thornton

Incorporation and Status

1983 by the *National Harbours Board Act* (R.S.C. 1970, N-8, s.3); reconstituted by the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act;* an agent of Her Majesty; dissolved by the *Canada Marine Act* effective November 1, 2000.

Mandate

To administer, manage and control Canadian harbours and any other harbour, work or property of Canada transferred by the Governor in Council.

Corporate Profile

Until early in 1999, the Canada Ports Corporation (CPC) had co-ordinated the national port activities of seven autonomous local port corporations and also had direct responsibility for operating a number of non-corporate divisional ports.

During 1999, CPC assisted in implementing certain provisions of the *Canada Marine Act*, which had received Royal Assent on June 11, 1998. This Act provided for the creation of new organizational structures for ports as Canada port authorities (CPAs), the dissolution of CPC, reorganization of Ridley Terminals Inc. from a wholly owned subsidiary of CPC to a parent Crown corporation, and the transfer of all remaining assets and liabilities of CPC to the Minister of Transport.

The Halifax, Montreal and Vancouver port corporations became port authorities on March 1, 1999. The Port of Quebec Corporation, and the Prince Rupert, Saint John and St. John's port corporations, and CPC's Saguenay, Sept-Îles and Trois-Rivières divisional ports became port authorities effective May 1, 1999. These new entities are non-share-capital, shared-governance corporations with the associated municipalities and provinces each appointing a member to the board of directors, and the federal government appointing the majority.

On October 1, 1999, CPC's Port Colborne port facilities and property were officially transferred to the City of Port Colborne, and the CPC port at Baie des Ha! Ha! was deproclaimed as a federal harbour on December 16, 1999. On March 29, 2000, the Port of Belledune, which was a CPC divisional port but not one of the original 18 ports designated to become a CPA, was granted CPA status. Effective October 12, 2000, CPC's last remaining divisional port – the Port of Prescott – was transferred to the Corporation of the Township of Edwardsburgh.

Pursuant to the *Canada Marine Act*, CPC was dissolved effective November 1, 2000 and its wholly owned subsidiary, Ridley Terminals Inc., became a parent Crown corporation.

Performance Information

During 2000, CPC's primary objective was to reduce its responsibilities and wind up the affairs of the Corporation; therefore, a Corporate Plan Summary was not prepared.

By October 31, 2000 CPC had closed all of its accounts and transferred its remaining assets and obligations to the Minister of Transport.

FEDERAL BRIDGE CORPORATION LIMITED, THE

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

President and Chief Executive Officer

Michel Fournier

Head Office

Suite 1210
55 Metcalfe Street
Ottawa ON
K1P 6L5
Telephone: (613) 993-6880
Facsimile: (613) 993-6945
Web Site: www.federalbridge.ca

Auditor

Auditor General of Canada

Incorporation and Status

1998 under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide users with safe and effective infrastructures at its two wholly owned subsidiaries, Jacques Cartier and Champlain Bridges Incorporated and The Seaway International Bridge Corporation Ltd., as well as at the Canadian facilities of the Thousand Islands Bridge.

Corporate Profile

The Federal Bridge Corporation Limited (FBCL) was established on October 2, 1998, following the passage of the *Canada Marine Act*. Its original mandate was to replace the St. Lawrence Seaway Authority (SLSA) as the corporate body responsible for managing certain non-navigational assets. The civil structures transferred to the Federal Bridge Corporation Limited from SLSA are those of its former subsidiaries – the Jacques Cartier and Champlain Bridges Incorporated (JCCB) and the Seaway International Bridge Corporation, Ltd. – and include the Jacques-Cartier Bridge, the Champlain Bridge, the Seaway International Bridge and a section of the Bonaventure Autoroute.

The Southern Extension of the Mercier Bridge and the Melocheville Tunnel had been transferred from SLSA to JCCB in 1998. In 1999, the Champlain Bridge Ice Control Structure was transferred from Fisheries and Oceans Canada to JCCB.

Performance Information

Since the Federal Bridge Corporation Limited's 2000–01 to 2004–05 Corporate Plan Summary and the 2000–01 Annual Report had not been tabled in Parliament as of the closing date for its inclusion in the database for the President of the Treasury Board's 2001 annual report, the Corporation's activities and performance results for 2000–01 have not been reflected in this report.

GREAT LAKES PILOTAGE AUTHORITY

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Brian C. Ducharme

Chief Executive Officer

Robert F. Lemire

Head Office

2nd Floor
202 Pitt Street
PO Box 95
Cornwall ON
K6H 5R9
Telephone: (613) 933-2991
Facsimile: (613) 932-3793
E-mail: glpa@cnwl.igs.net

Auditor

Auditor General of Canada

Incorporation and Status

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); incorporated under the *Canada Corporations Act* in May 1972 as a subsidiary of The St. Lawrence Seaway Authority; deemed to be a parent corporation within the meaning of the *Financial Administration Act* and listed in Schedule III, Part I of that Act; became a parent corporation on October 1, 1998 pursuant to the *Canada Marine Act*; not an agent of Her Majesty.

Mandate

To establish, maintain and administer a safe and efficient pilotage service in all Canadian waters in Ontario and Manitoba, as well as in Quebec south of the northern entrance to the St. Lambert Lock.

Corporate Profile

In addition to providing pilotage services, the Great Lakes Pilotage Authority, with the approval of the Governor in Council, makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

The Authority co-ordinates its operations with a number of other organizations such as the St. Lawrence Seaway Management Corporation and the United States Seaway Development Corporation which operate the lock facilities and maintain a traffic control system within the region. Other organizations involved are the Canadian Coast Guard, which provides aids to navigation, and the United States Coast Guard, which is responsible for United States pilotage matters in international waters.

Performance Information

The Authority's 2000–2004 Corporate Plan Summary identified a number of objectives for the year 2000.

The Authority's performance against selected objectives as outlined in its 2000 Annual Report is presented in the table below.

Performance Objective	Activities to Achieve Objective
Provide safe, economic and reliable pilotage service	• Continued to invest in the training of pilots and introduced new working rules; • Negotiated a no-strike, no-lockout provision to settle disputes, thus eliminating any chance of work stoppage, in the Pilots' collective agreements. This provision extends to 2006; • Three-year collective agreement in place until March 2002; and • Implemented a tariff reduction of 5 per cent for all Canadian pilotage sectors for 1999 and 2000.
Ensure effective utilization of the Authority's assets	• Plan to invest $150,000 in the next two years to upgrade the dispatching system and make it compatible to Internet users.
Maintain self-sufficiency in its operations	• Continued to contract out pilot boat services for the Welland Canal; and • Completed its administrative restructuring.

Selected performance indicators are shown in the table below.

	2000 Forecast	2000 Actual	1999 Actual
Net income ($ thousand)	40	(1,093)	(353.1)
Number of assignments	7,300	8,605	8,108
Accident-free assignments (%)	99.5	99.8	99.7
Average cost of performing an assignment ($)	1,854*	1,933	1,871

---

* Source: Great Lakes Pilotage Authority, 1999 Annual Report.

LAURENTIAN PILOTAGE AUTHORITY

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson and Chief Executive Officer

Jean-Claude Michaud

Head Office

6th Floor
715 Victoria Square
Montreal QC
H2Y 2H7
Telephone: (514) 283-6320
Facsimile: (514) 496-2409
E-mail: apl@apl.gc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To operate, maintain and administer a safe and efficient pilotage service in the St. Lawrence River between Les Escoumins and the north end of the St. Lambert Lock, in the Saguenay River and in Chaleur Bay north of Cap d'Espoir.

Corporate Profile

The Laurentian Pilotage Authority serves three mandatory pilotage districts: one for the Port of Montreal, another for the navigable waters between Montreal and Quebec City, and a third for the navigable waters between Quebec City and Les Escoumins including the Saguenay River. The Authority owns and operates a pilot station at Les Escoumins with pilot boats capable of carrying pilots year round. The pilot boat services at Quebec City, Trois-Rivières, Sorel, Lanoraie and Montreal are served by private companies under contract to the Authority.

In addition to providing pilotage services, the Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Performance Information

The main components of the strategic direction of the Authority, as noted in its Summary of the Corporate Plan for 2000 to 2004, were financial self-sufficiency; the optimization of the effectiveness of the pilotage system; modernizing the existing process for issuing pilotage certificates; periodically reviewing existing compulsory pilotage areas and the mechanism for designating areas; following the recommendations of the Canadian

Transportation Agency with respect to the review of certain aspects of pilotage; and maintaining ISO 9002 certification.

In its 2000 Annual Report, the Authority reported on its accomplishments in the following areas: For example, with regard to financial self-sufficiency, the Authority reported that its debt-servicing costs have decreased as the loans have been paid down. It also noted that the ISO 9002 certification for the Montreal Region received for its quality system for pilot assignments and billing service was renewed in 2000.

To maximize the effectiveness of the pilotage system, the Authority also noted that it has maintained continuing education programs for its pilots as well as continuing to review and renew the assignment and billing computer systems.

With regard to the present system for issuing pilotage certificates, the Authority filed amendments for updating its regulations on pilotage licences and certificates, and continued its work to update the program of study, as well as serving on the committee revising the pilotage program and implementing recommendations in the study commissioned by Transport Canada and the Canadian Shipowners Association.

Selected performance indicators are shown in the table below.

	2000 Forecast	**2000 Actual**	**1999 Actual**
Net Income ($ thousand)	(250)	(370)	475.7
Number of assignments	22,301	20,713	21,654
Number of incidents*		26	22
Incident-free assignments (%)		99.87	99.9

---

* Compilation of all maritime incident reports with or without damage.

MARINE ATLANTIC INC.

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson and Acting Chief Executive Officer

Sidney J. Hynes

Head Office

Baine Johnston Building
Suite 802
10 Fort William Place
St. John's NF
A1C 1K4
Telephone: (709) 772-8957
Facsimile: (709) 772-8956
Web site: www.marine-atlantic.ca

Auditor

Auditor General of Canada

Incorporation and Status

1979 by the *Canada Business Corporations Act*; status and ownership changed as of December 31, 1986, pursuant to the *Marine Atlantic Inc. Acquisition Authorization Act* (S.C. 1986, c. 36); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To provide a safe, environmentally sound and quality ferry service between Newfoundland and the mainland of Canada on behalf of the federal government.

Corporate Profile

Marine Atlantic Inc. has provided continuous ferry services between Newfoundland and Nova Scotia for over 100 years. In addition to the constitutionally guaranteed ferry link between North Sydney, Nova Scotia and Port aux Basques, Newfoundland, Marine Atlantic continues to operate a seasonal alternative service between Argentia, Newfoundland and North Sydney.

The federal government through operating contracts with Transport Canada financially supports the Corporation's operations.

Marine Atlantic Inc. continues to have a strong economic presence in the region; it is a carrier of Atlantic Canada's commerce and plays an important role in Newfoundland's tourism industry.

Performance Information

In its 2000–2004 Corporate Plan Summary, Marine Atlantic Inc. stated the following objectives for the Corporation: to maintain the effectiveness and safety of its operations, to respond effectively to ongoing capacity requirements, while attaining an acceptable subsidy level and with an acceptable customer service level.

Marine Atlantic Inc.'s 2000 Annual Report documented the following:

- The Corporation experienced its third consecutive record-traffic year in 2000, surpassing the half-million-passenger level for the first time. The overall increase in volume generated additional revenues. However, total operating expenses increased as a result of adding a fourth vessel to the fleet for the summer season. Also, the Corporation faced a 44-per cent increase in fuel costs during the year.
- The Argentia service was extended for a trial basis for an additional four weeks to October 9, 2000 in order for the Corporation to assess demand. The Corporation has decided to provide the same service in 2001.
- Customers appreciated the improvements the Corporation had made during the year. The Corporation's employees received a particularly high rating.
- An Accessibility Advisory Committee comprised of company and community representatives was formed to ensure that the Corporation received input and guidance from persons with disabilities.

Selected performance indicators are shown in the table below.

Gulf Service Traffic	2000 Forecast	2000 Actual	1999 Actual
Revenue ($ thousand)	56,285	59,974	52,337
Operating expenses ($ thousand)	79,148	91,593	69,585
Government funding for operations ($ thousand)	32,618	30,811	23,308
Passengers	-	508,970	477,761
Passenger vehicles	-	159,759	149,732
Commercial vehicles and 40-foot-equivalent containers	-	77,289	76,905

PACIFIC PILOTAGE AUTHORITY

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Maurice Fellis

Chief Executive Officer

Dennis B. McLennan

Head Office

1000-1130 West Pender Street
Vancouver BC
V6E 4A4
Telephone: (604) 666-6771
Facsimile: (604) 666-1647
E-mail: admins@ppa.gc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To establish, operate, maintain and administer a safe, reliable and efficient pilotage service in the coastal waters of British Columbia including the Fraser River.

Corporate Profile

The Pacific Pilotage Authority provides pilotage services within a commercially oriented framework directed towards maintaining financial self-sufficiency through tariffs. Coastal pilotage services are provided by the British Columbia Coast Pilots Ltd., under an agreement for services. Pilot services on the Fraser River are provided by employee pilots.

In addition to providing pilotage services, the Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Performance Information

The Authority's corporate objectives, as stated in its Summary of the Corporate Plan for 2000 to 2004, were as follows:

- to provide safe, reliable and efficient marine pilotage and related services in the coastal waters of British Columbia including the Fraser River;
- to provide the services within a commercially oriented framework directed toward maintaining financial self-sufficiency through tariffs which are fair and reasonable;

- to promote the effective utilization of the Authority's facilities, equipment and expertise through the productive application of these resources in the interest of safe navigation; and
- to be responsive to the government's environmental, social and economic policies.

In its 2000 Annual Report, the Authority noted its commitment to follow through and implement initiatives contained in the Canadian Transportation Agency's review of outstanding pilotage issues. As a result of a significant increase in the volume of business, due to a strong cruise industry and the introduction of new direct container lines, the Authority was able to achieve a financial surplus of $385,000 in 1998 and $325,000 in 1999. This surplus was used to cover the deficit of $418,000 that the Authority incurred in 2000.

Selected performance indicators are shown in the table below.

	2000 Forecast	**2000 Actual**	**1999 Actual**
Net income ($ thousand)	(160)	(418)	325
Number of coastal assignments	12,200	13,256	12,590
Number of Fraser River assignments	950	1,329	1,186
Incident-free assignments (%)	n/a*	99.897	99.891

---

* The Pacific Pilotage Authority does not forecast incidents.

RIDLEY TERMINALS INC.

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson and Chief Executive Officer

Kenneth R. Nurse

President and Chief Operating Officer

Gregory A. Slocombe

Head Office

P.O. Bag 8000
Prince Rupert, British Columbia
V8J 4H3
Telephone: (250) 624-9511
Facsimile: (250) 624-4990
Web site: www.rti.ca

Auditor

Raymond Chabot Grant Thornton
Auditor General of Canada

Incorporation and Status

1981 under the *Canada Business Corporations Act*; became a wholly owned subsidiary of the Canada Ports Corporation in 1991; on November 1, 2000 pursuant to section 177 of the *Canada Marine Act* (R.S.C. 1998, c.10), Ridley Terminals Inc. became a parent Crown corporation; Schedule III, Part I, *Financial Administration Act*; not an agent of Her Majesty.

Mandate

As a marine terminal, to provide continuous, high quality and high performance rail car unloading, product storage and loading services.

Corporate Profile

Ridley Terminals Inc. (RTI) was incorporated under the *Canada Business Corporations Act* on December 18, 1981. At that time the Canada Ports Corporation (CPC) owned 50 per cent of the company and the remaining 50 per cent was owned by another party. On July 31, 1991 CPC purchased the remaining 50 per cent ownership of the company, and RTI became a wholly owned subsidiary of CPC.

On November 1, 2000 with the wind-up of CPC, RTI became a parent Crown corporation reporting to the Minister of Transport.

RTI owns and operates train unloading and ship loading infrastructure and equipment located on land leased from the Prince Rupert Port Authority. The facility was built to provide an alternative terminal for coal exports to Japan and other Asian countries, and in particular to support the development of the coal industry in Northeastern British Columbia.

Performance Information

As RTI's new status came into effect near to its fiscal year end of December 31, 2000, no separate Corporate Plan was approved. RTI, however, continued to operate under the provisions of the last approved plan of the Canada Ports Corporation.

RTI's 2000 Annual Report noted a number of challenges facing the Corporation. During 2000 RTI underwent significant restructuring, reducing its operating hours from 24 hours per day to 12 hours per day, 7 days a week. The workforce was reduced by 30 per cent in the same year.

RTI also noted that the government had previously stated its intention to divest of its investments. The mine closures in 2000, and the resulting decrease in cash flow and profitability have deferred plans for the divestiture.

VIA RAIL CANADA INC.

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Jean Pelletier

President and Chief Executive Officer

Marc LeFrançois

Head Office

6th Floor
2 Place Ville Marie
PO Box 8116, Station A
Montreal QC H3C 3N3
Telephone: (514) 871-6000
Facsimile: (514) 871-6619
Web site: www.viarail.ca

Auditor

Raymond Chabot Grant Thornton
Auditor General of Canada

Incorporation and Status

1977 under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage and provide a safe and efficient passenger rail service.

Corporate Profile

VIA Rail Canada Inc. (VIA Rail) is Canada's national passenger rail company. Since its creation in 1977, the Corporation has operated passenger trains on a cross-Canada network stretching from the Atlantic Ocean to the Pacific Ocean and from the Great Lakes to Hudson Bay. VIA Rail operates more than 460 trains weekly on 14, 000 kilometres of track, connecting over 450 communities across the country.

VIA Rail's network is made up of four main products groups:

- The Quebec City-Windsor Corridor, which accounts for approximately 85% of the Corporation's ridership and 70% of its income;
- Western services, between Toronto and Vancouver;
- Eastern services linking the Atlantic regions with central Canada via the Montreal-Halifax and Montreal-Gaspé routes; and
- Northern services, in Quebec, Ontario, Saskatchewan and British Columbia.

VIA Rail also operates services mandated by the government in rural and remote areas to meet regional transportation needs. It has three maintenance centres located in Montreal, Winnipeg and Vancouver.

Performance Information

In its 2000–2004 Corporate Plan Summary VIA Rail noted that since 1996 the Corporation has promoted the“Service for Success” strategic plan throughout the organization. The strategic plan incorporates five goals – each with specific strategies and performance targets: safety; customer service; growth; financial performance and people.

VIA Rail indicated in its 2000 Annual Report that the government had approved its five-year plan in principle, and encouraged the Corporation to proceed with the implementation of the first year of the plan which included purchasing new and better trains, safer, more efficient tracks and signalling, improving station facilities and implementing better environmental practices.

Achievements noted included an increase of $20.03 million in revenue over the previous year. VIA Rail also reported that it:

- Introduced new and additional services in the Quebec City-Windsor Corridor;
- Created a new type of services for business travellers; introduced a seasonal touring train in Maritime Canada;
- Launched *VIAPAQ Courrier*™ which offers same-day and next-day intercity emergency courier service in the Quebec City-Windsor Corridor;
- Developed *VIA eSchedule*™, an application which provides electronic travel schedules for hand-held, laptop and desktop computers; and
- Renewed multimillion-dollar service and maintenance contracts with both West Coast express in British Columbia, and Montreal’s Agence métropolitaine de transport.

Selected performance indicators are shown in the table below.

Key Operating Statistics	2000 Actual	1999 Actual	1998 Actual
Total passengers carried (thousands)	3,957	3,757	3,646
Total passenger miles (millions)	942	931	856
Average passenger load factor (%)	58	59	56
On-time performance (%)	83	84	81
Government operating funding per passenger mile (cents)	18.1	18.3	20.8
Revenue/cash operating expenses ratio (%)	59.5	56.7	52.3

TREASURY BOARD

PUBLIC SECTOR PENSION INVESTMENT BOARD

Appropriate Minister

The Honourable Lucienne Robillard, P.C., M.P.
President of the Treasury Board

Chairperson

William R. C. Blundell

Chief Executive Officer

Adel Sarwat

Head Office

Suite 200
155 Queen Street
Ottawa ON
K1P 6L1
Telephone (613) 751-4498
Facsimile (613) 567-3312

Montreal Office

Web site: www.investpsp.ca

Auditor

Deloitte & Touche LLP

Incorporation and Status

1999 pursuant to the *Public Sector Pension Investment Board Act* (S.C. 1999, c. 34); exempt from Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage the amounts that are transferred to the Investment Board pursuant to sections of the *Canadian Forces Superannuation Act*, the *Public Service Superannuation Act* and the *Royal Canadian Mounted Police Superannuation Act* in the best interests of the contributors and beneficiaries under those Acts.

Corporate Profile

The Public Sector Pension Investment Board (the Investment Board) was established pursuant to the *Public Sector Pension Investment Board Act* to invest in financial markets the funds transferred to it, after April 1, 2000, by the Government of Canada for the Canadian Forces, federal Public Service and Royal Canadian Mounted Police pension plans.

The amounts are to be invested with a view to achieving a maximum rate of return, without undue risk of loss, having regard to the funding, policies and requirements of the pension plans established under the *Canadian Forces Superannuation Act*, the *Public Service Superannuation Act* and the *Royal Canadian Mounted Police Superannuation Act*, and the ability of those plans to meet their financial obligations.

Performance Information

The Investment Board is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), and, as a result, a Corporate Plan Summary is not tabled in Parliament. However, the Investment Board's governing legislation requires that an annual report be tabled in Parliament. The Investment Board is required to publish in the annual report its success in reaching the prior year's investment objectives and the objectives for the next year and the foreseeable future.

In its first Annual Report, 2000–01, the Investment Board reported that:

- The pension plan received $2.7 billion in net contributions from the Public Service, Canadian Forces and RCMP pension plans.
- On a consolidated basis, on March 31, 2001, approximately 39 per cent of the assets were in Canadian bonds and cash equivalents, 34 per cent in Canadian equities, and 27 per cent in foreign equities.
- The market value of assets invested at March 31, 2001 totalled $2.5 billion.
- The board approved a long-term asset mix policy and investment policy that was recommended by the President and Chief Executive Officer.

Investment performance and benchmark returns for the consolidated pension accounts are as follows:

	Rates of Return on Consolidated Pension Accounts (For fiscal year 2001)		
	Portfolio Return (%)	**Benchmark Return (%)**	
Canadian equities	(12.0)	(12.2)	TSE 300
Foreign equities	(13.2)	(13.0)	S&P 500, EAFE*
Canadian fixed income	8.3	8.3	SC Bond Universe
Consolidated accounts	(4.1)	(4.0)	Policy Benchmark**

These are time-weighted rates of return, before fees and expenses, for the three consolidated pension accounts and cover the period from April 17, 2000 (the first day funds were invested) to March 31, 2001. They are calculated according to AIMR*** standards and audited as such.

---

* Morgan Stanley Capital International Europe, Australasia and Far East Index in Canadian dollars, weighted 50/50.

** Based on weights in the investment policy.

*** Association for Investment Management and Research.